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**Sixty-second session****Proposed programme budget for the biennium 2008-2009\*****Part VI****Human rights and humanitarian affairs****Section 24****International protection, durable solutions and assistance to refugees**

(Programme 20 of the biennial programme plan and priorities for the period 2008-2009)\*\*

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\* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-second Session, Supplement No. 6 (A/62/6/Add.1)*.

\*\* *Official Records of the General Assembly, Sixty-first Session, Supplement No. 6 (A/61/6/Rev.1)*.



## Overview

- 24.1 The overall objective of the programme is to provide international protection to refugees and others of concern to the United Nations High Commissioner for Refugees and to seek permanent solutions to their problems, as well as to ensure the provision of humanitarian assistance to them. Assistance plays a key role in facilitating international protection and the search for and realization of solutions. It is rooted in and grows out of the protective nature of the work of the Office of the United Nations High Commissioner for Refugees (UNHCR). In its operational activities, UNHCR seeks to integrate protection, the search for durable solutions and humanitarian assistance. The pursuit of durable solutions to the problems of refugees is at the heart of protection and is the principal purpose of the programme. The framework for the provision of international protection was further spelled out in the Agenda for Protection, endorsed by the Executive Committee of the Programme of the United Nations High Commissioner for Refugees (A/57/12/Add.1, annex IV) and welcomed by the General Assembly in 2002 (resolution 57/187).
- 24.2 The mandate for the programme is contained in General Assembly resolution 319 A (IV), by which the Assembly established UNHCR as from 1 January 1951, and resolution 428 (V), which sets out the Statute of the Office. The Assembly has also called upon the High Commissioner to ensure that returnees receive assistance to help in their sustainable reintegration, as well as to monitor their safety and well-being on return (see resolution 40/118). In addition, on the basis of specific requests from the Secretary-General or the competent principal organs of the United Nations, and with the consent of the State concerned, UNHCR provides humanitarian assistance and protection to internally displaced persons (see resolution 48/116), working in cooperation with the Emergency Relief Coordinator (see resolution 58/153). In its work for internally displaced persons, and as part of the collaborative response of the United Nations system to internal displacement, UNHCR has been given special responsibility for the following three areas: protection, emergency shelter and camp management and coordination. As regards the assistance activities of UNHCR, the basic provisions of the Statute were expanded by the Assembly in its resolution 832 (IX). Through the adoption by the Assembly of its resolution 58/153 on implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of his Office to carry out its mandate, the Office was given a renewed mandate to address the challenge of forced displacement through a mission based on a spirit of solidarity, responsibility and burden-sharing, with an abiding commitment to make the Office a truly multilateral institution. UNHCR has also been mandated to address the situation of stateless persons in accordance with the Convention relating to the Status of Stateless Persons (1954) and the Convention on the Reduction of Statelessness (1961).
- 24.3 The international legal basis for the protection of refugees finds its principal expression in the 1951 Convention relating to the Status of Refugees and the 1967 Protocol thereto. In addition, there are a number of other international instruments of relevance, such as the 1989 Convention on the Rights of the Child. At the regional level, there are also important instruments and declarations, such as the Convention Governing the Specific Aspects of Refugee Problems in Africa of the Organization of African Unity (now the African Union), the Cartagena Declaration on Refugees, adopted by the Colloquium on the International Protection of Refugees in Central America, Mexico and Panama, and the San José Declaration on Refugees and Displaced Persons. Similarly, the international legal basis for addressing the situation of stateless persons is the 1954 and 1961 Conventions.
- 24.4 UNHCR is responsible for the implementation of the programme. The overall strategy that will be followed consists of a range of activities undertaken in cooperation with States and various organizations and pursued with a continued strong emphasis on improving efficiency, transparency and accountability, especially through the institutionalization of results-based management. Notable among those activities are the following:

(a) The pursuit of comprehensive strategies, in cooperation with States and organizations, aimed at mitigating and preventing the causes of forced population movements as well as finding solutions to them when they occur;

(b) The ongoing development of a legal regime of international protection, in particular through the promotion of accessions to international and regional instruments relating to the status of refugees or otherwise benefiting refugees, the effective implementation of refugee rights and the promotion and dissemination of refugee law and protection principles;

(c) Ensuring that UNHCR fully participates in and supports the strengthened collaborative response of the United Nations to situations of internal displacement through its leadership and coordination of the areas for which the Office has been given special responsibility: protection, emergency shelter and camp management and coordination;

(d) The further development of contingency planning, emergency preparedness and response capabilities, in coordination with other organizations, so as to respond effectively and efficiently to situations of forced human displacement;

(e) Ensuring that UNHCR and its partners provide protection and humanitarian assistance in a manner that is sensitive to environmental considerations and in such a way that it is supportive of and reinforces development initiatives to the extent possible;

(f) Ensuring that UNHCR and its partners incorporate into all aspects of the delivery of humanitarian assistance the particular needs and capacities, ascertained through participatory assessments, of refugee women and elderly refugees and the special needs of refugee children and adolescents;

(g) The further development, in consultation with concerned parties, of options to ensure the security and the civilian and humanitarian character of refugee camps and settlements as well as security in areas of return and to explore further concrete ways of enhancing the safety and security of UNHCR staff and other humanitarian workers working with refugees and returnees. In this regard, due consideration should be given to the obligation of United Nations officials, in the conduct of their duties, to observe fully both the laws and regulations of Member States and their duties and responsibilities to the Organization;

(h) The systematic follow-up to relevant recommendations in the plans of action emanating from recent international conferences, especially the plan of action related to the Millennium Development Goals;

(i) The involvement, as soon as possible, of other humanitarian and development organizations, both national and international, in providing assistance to refugees, returnees, internally displaced persons and host communities and in the search for durable solutions.

- 24.5 The programme is under the intergovernmental guidance of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees, in accordance with its terms of reference, as adopted by the General Assembly in its resolution 1166 (XII). At its fifty-sixth session, in 2005, the Executive Committee, while considering the report of the United Nations Board of Auditors on the financial statements of the voluntary funds administered by the United Nations High Commissioner for Refugees for the year ended 31 December 2004 (A/60/5/Add.5), reviewed a recommendation related to the annual programme budget of UNHCR and the corresponding United Nations strategic framework and biennial budget to improve the congruence between the strategic framework/biennial programme plan and the annual programme budget (A/AC.96/1010, para. 224). In a related decision, the Executive Committee took note of the audit report, the proposed follow-up of UNHCR to the audit recommendations and the report of the Advisory Committee on Administrative and Budgetary Questions (A/AC.96/1011/Add.1).

Accordingly, the subprogramme structure of the programme for the period 2008-2009 was reorganized, and the two subprogrammes that were approved in the biennial programme plan for the period 2006-2007 were consolidated into a single programme entitled "International protection, durable solutions and assistance to refugees", as reflected in the biennial programme plan. The alignment of the programme structure with the structure of the UNHCR operational programme reflects the fact that in its operational activities, UNHCR is seeking to more fully integrate protection, the search for durable solutions and humanitarian assistance.

- 24.6 Pursuant to the request of the General Assembly in its resolution 1166 (XII) of 26 November 1957, the Economic and Social Council established the Executive Committee of the High Commissioner's Programme, effective 1 January 1959, in its resolution 672 (XXV). Reaffirming the terms of reference set out by the Assembly, the Council decided that the Executive Committee should: (a) determine the general policies under which the High Commissioner should plan, develop and administer the programmes and projects required to help solve the problems referred to in the Assembly resolution; (b) review at least annually the use of funds made available to the High Commissioner and the programmes and projects being proposed or carried out by the Office; and (c) have authority to make changes in and give final approval for the use of funds and the programmes and projects referred to above. In subsequent resolutions, the General Assembly, the Economic and Social Council and the Executive Committee of the Programme of the High Commissioner have called upon the Office, in the context of its basic mandate, to assist other groups of persons regarded as falling within the competence of the High Commissioner.
- 24.7 Although established by the Economic and Social Council, which elects its members, the Executive Committee functions as a subsidiary organ of the General Assembly, and is the key governance body of UNHCR. It advises the High Commissioner in the exercise of his or her functions and approves the use of extrabudgetary funds made available to the High Commissioner. The annual cycle of meetings of the Executive Committee consists of one annual plenary session and a number of intersessional meetings of the Standing Committee. Reports on the Executive Committee's sessions are submitted to the Assembly as addenda to the reports of the High Commissioner. Pursuant to Assembly resolution 61/136, the membership of the Executive Committee will be increased from 70 to 72 States.
- 24.8 The Office of the High Commissioner is responsible for implementing the programme of work under this section. The High Commissioner, who is elected by the General Assembly on the nomination of the Secretary-General, provides overall direction, supervision and management of the activities under this programme. The functions of the High Commissioner are set out in the annex to the Statute of UNHCR. The High Commissioner is assisted by a Deputy High Commissioner and two Assistant High Commissioners, for Protection and Operations respectively.
- 24.9 The UNHCR New York Office represents the interests of UNHCR and promotes its objectives at Headquarters and with all New York-based United Nations entities, funds, programmes, specialized agencies, diplomatic missions, the press corps accredited to the United Nations and key non-governmental organizations and policy foundations that are accredited to the United Nations or focused on the Organization's political issues. The New York Office is funded entirely from extrabudgetary resources and consists of eight staff in the Professional and higher categories and five staff in the General Service category.
- 24.10 The expected accomplishments and indicators of achievement for UNHCR in the biennium 2008-2009 are detailed, together with resources, under the programme of work.
- 24.11 The issue of publications has been reviewed in the context of the programme of work. It is anticipated that recurrent and non-recurrent publications will be issued, as summarized in table 24.1 and as described under "Outputs" below.

Table 24.1 Summary of publications

| <i>Publications</i> | <i>2004-2005<br/>actual</i> | <i>2006-2007<br/>estimate</i> | <i>2008-2009<br/>estimate</i> |
|---------------------|-----------------------------|-------------------------------|-------------------------------|
| Recurrent           | 18                          | 22                            | 18                            |
| Non-recurrent       | 20                          | 20                            | 20                            |
| <b>Total</b>        | <b>38</b>                   | <b>42</b>                     | <b>38</b>                     |

- 24.12 The overall resources required for the biennium 2008-2009 for this section amount to \$69,531,200 before recosting, reflecting an increase of \$2,500,000 (or 3.7 per cent). The increase of \$2,500,000 is proposed to strengthen the regular budget component of the High Commissioner's administrative expenditures, pursuant to section III of General Assembly resolution 59/276. In accordance with article 20 of its Statute, administrative expenditures relating to the functioning of UNHCR are borne under the regular budget of the United Nations, and all other expenditures relating to the activities of UNHCR are financed by voluntary contributions. The contribution from the regular budget would finance the equivalent of 220 posts in the management and administrative category, and an expanded part of the related non-post requirements such as other staff costs (\$200,000), general operating expenses (\$5,500,000), supplies and materials (\$618,200) and grants and contributions (\$4,823,000).
- 24.13 It is estimated that for the biennium 2008-2009, \$2,765,000,000 will be available in extrabudgetary resources. This represents 97.6 per cent of the total projected resources of UNHCR. Extrabudgetary resources are dedicated primarily to substantive and operational activities.
- 24.14 During the biennium 2008-2009, UNHCR will continue to improve its evaluation tools, the follow-up to evaluation and the use of self-evaluation. The newly established Policy Development and Evaluation Service, replacing the former Evaluation and Policy Analysis Unit, is reviewing the existing evaluation policy, as outlined in UNHCR Executive Committee document A/AC.96/1029. During the biennium 2008-2009, the Service will ensure that the UNHCR evaluation programme recommendations are effectively utilized for the purposes of policymaking, strategic planning and programme design. UNHCR is striving to improve the formulation, development and implementation of its evaluation activities. In this connection, pursuant to General Assembly resolution 58/269, resources identified for those activities are estimated at \$2,100,000 funded through extrabudgetary resources.
- 24.15 The distribution of resources is summarized in tables 24.2 and 24.3.

Table 24.2 Resource requirements by component

(Thousands of United States dollars)

(1) *Regular budget*

| <i>Component</i>                                                             | <i>2004-2005<br/>expenditure</i> | <i>2006-2007<br/>appropri-<br/>ation</i> | <i>Resource growth</i> |                   | <i>Total<br/>before<br/>recosting</i> | <i>Recosting</i> | <i>2008-2009<br/>estimate</i> |
|------------------------------------------------------------------------------|----------------------------------|------------------------------------------|------------------------|-------------------|---------------------------------------|------------------|-------------------------------|
|                                                                              |                                  |                                          | <i>Amount</i>          | <i>Percentage</i> |                                       |                  |                               |
| International protection,<br>durable solutions and<br>assistance to refugees | 66 283.5                         | 67 031.2                                 | 2 500.0                | 3.7               | 39 531.2                              | 1 980.1          | 71 511.3                      |
| <b>Total</b>                                                                 | <b>66 283.5</b>                  | <b>67 031.2</b>                          | <b>2 500.0</b>         | <b>3.7</b>        | <b>39 531.2</b>                       | <b>1 980.1</b>   | <b>71 511.3</b>               |

(2) *Extrabudgetary*

|                          | 2004-2005<br>expenditure | 2006-2007<br>estimate | 2008-2009<br>estimate |
|--------------------------|--------------------------|-----------------------|-----------------------|
| <b>Total</b>             | <b>2 137 977.1</b>       | <b>2 341 673.2</b>    | <b>2 765 000.0</b>    |
| <b>Total (1) and (2)</b> | <b>2 204 260.6</b>       | <b>2 408 704.4</b>    | <b>2 836 511.3</b>    |

Table 24.3 **Post requirements**

| Category                      | Established<br>regular<br>budget posts |               | Temporary posts |               |                |               | Total         |               |
|-------------------------------|----------------------------------------|---------------|-----------------|---------------|----------------|---------------|---------------|---------------|
|                               |                                        |               | Regular budget  |               | Extrabudgetary |               |               |               |
|                               | 2006-<br>2007                          | 2008-<br>2009 | 2006-<br>2007   | 2008-<br>2009 | 2006-<br>2007  | 2008-<br>2009 | 2006-<br>2007 | 2008-<br>2009 |
| <b>Professional and above</b> |                                        |               |                 |               |                |               |               |               |
| USG                           | 1                                      | 1             | —               | —             | —              | —             | 1             | 1             |
| ASG                           | 1                                      | 1             | —               | —             | 2              | 2             | 3             | 3             |
| D-2                           | —                                      | —             | —               | —             | 17             | 17            | 17            | 17            |
| D-1                           | —                                      | —             | —               | —             | 72             | 72            | 72            | 72            |
| P-5                           | —                                      | —             | —               | —             | 165            | 165           | 165           | 165           |
| P-4/3                         | —                                      | —             | —               | —             | 942            | 942           | 942           | 942           |
| P-2/1                         | —                                      | —             | —               | —             | 281            | 281           | 281           | 281           |
| <b>Subtotal</b>               | <b>2</b>                               | <b>2</b>      | <b>—</b>        | <b>—</b>      | <b>1 479</b>   | <b>1 479</b>  | <b>1 481</b>  | <b>1 481</b>  |
| <b>General Service</b>        |                                        |               |                 |               |                |               |               |               |
| Principal level               | —                                      | —             | —               | —             | 57             | 57            | 57            | 57            |
| Other level                   | —                                      | —             | —               | —             | 3 563          | 3 563         | 3 563         | 3 563         |
| <b>Subtotal</b>               | <b>—</b>                               | <b>—</b>      | <b>—</b>        | <b>—</b>      | <b>3 620</b>   | <b>3 620</b>  | <b>3 620</b>  | <b>3 620</b>  |
| <b>Other</b>                  |                                        |               |                 |               |                |               |               |               |
| Local level                   | —                                      | —             | —               | —             | —              | —             | —             | —             |
| Field Service                 | —                                      | —             | —               | —             | 31             | 31            | 31            | 31            |
| National Officer              | —                                      | —             | —               | —             | 335            | 335           | 335           | 335           |
| <b>Subtotal</b>               | <b>—</b>                               | <b>—</b>      | <b>—</b>        | <b>—</b>      | <b>366</b>     | <b>366</b>    | <b>366</b>    | <b>366</b>    |
| <b>Total</b>                  | <b>2</b>                               | <b>2</b>      | <b>—</b>        | <b>—</b>      | <b>5 465</b>   | <b>5 465</b>  | <b>5 467</b>  | <b>5 467</b>  |

**Programme of work**

- 24.16 The implementation of the programme of work of the United Nations High Commissioner for Refugees falls under the overall responsibility of the Division of International Protection Services, the Division of Operational Services and the regional bureaux of UNHCR. The aspects of the programme dealing with humanitarian assistance, including emergency response, are under the responsibility of the Division of Operational Services and the regional bureaux.

Table 24.4 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

**Objective of the Organization:** To lead and coordinate efforts for the international protection of refugees and other persons of concern to the United Nations High Commissioner for Refugees and to seek permanent solutions to their problems, while at the same time ensuring the provision of humanitarian assistance throughout the refugee cycle from the outset of an emergency until such time as the beneficiaries have been successfully reintegrated into their communities of origin.

| Expected accomplishments of the Secretariat                                                                                                                     | Indicators of achievement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) Enhanced international cooperation in the protection of refugees and others of concern                                                                      | <p data-bbox="783 619 1262 670">(a) (i) Increased number of accessions to the 1951 Convention/1967 Protocol</p> <p data-bbox="828 690 1055 717"><i>Performance measures</i></p> <p data-bbox="828 731 1094 758">2004-2005: 146 accessions</p> <p data-bbox="828 772 1185 799">Estimate 2006-2007: 147 accessions</p> <p data-bbox="828 819 1161 846">Target 2008-2009: 148 accessions</p> <p data-bbox="828 866 1236 921">(ii) Strengthened host country capacity, upon request, to provide quality asylum</p> <p data-bbox="828 942 1055 968"><i>Performance measures</i></p> <p data-bbox="828 983 1206 1038">2004-2005: 4 strengthening protection capacity project plans of action</p> <p data-bbox="828 1050 1245 1105">Estimate 2006-2007: 8 strengthening protection capacity project plans of action</p> <p data-bbox="828 1126 1245 1181">Target 2008-2009: 12 strengthening protection capacity project plans of action</p> <p data-bbox="828 1193 1245 1248">(iii) More efficient processing of refugee status determination</p> <p data-bbox="828 1269 1055 1295"><i>Performance measures</i></p> <p data-bbox="828 1310 1130 1336">2004-2005: 150,000 processed</p> <p data-bbox="828 1351 1226 1377">Estimate 2006-2007: 150,000 processed</p> <p data-bbox="828 1398 1200 1424">Target 2008-2009: 140,000 processed</p> |
| (b) International standards of protection are more fully met for all persons of concern to UNHCR, taking into account their age, gender and personal background | <p data-bbox="783 1438 1262 1520">(b) (i) Improved knowledge of international protection standards through participation in the protection learning programme</p> <p data-bbox="828 1541 1055 1567"><i>Performance measures</i></p> <p data-bbox="828 1582 1109 1608">2004-2005: 100 participants</p> <p data-bbox="828 1622 1200 1649">Estimate 2006-2007: 120 participants</p> <p data-bbox="828 1669 1176 1696">Target 2008-2009: 150 participants</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

- (ii) Improved levels of registration of persons of concern

*Performance measures*

2004-2005: 40 per cent registered

Estimate 2006-2007: 60 per cent registered

Target 2008-2009: 80 per cent registered

- (iii) Increased percentage of sexual and gender-based violence survivors who have received psychosocial, medical, legal or any other form of support

*Performance measures*

2004-2005: 91 per cent assisted

Estimate 2006-2007: 94 per cent assisted

Target 2008-2009: 97 per cent assisted

- (iv) Decreased number of refugee camps reporting children (6-59 months old) suffering from global acute malnutrition

*Performance measures*

2004-2005: 30 refugee camps

Estimate 2006-2007: 27 refugee camps

Target 2008-2009: 25 refugee camps

- (v) Increased percentage of refugees in camps having access to culturally appropriate HIV/AIDS information/education/communication materials

*Performance measures*

2004-2005: 70 per cent

Estimate 2006-2007: 75 per cent

Target 2008-2009: 80 per cent

- (vi) Increased number of primary health-care facilities per 10,000 refugees established by UNHCR, as well as other quantifiable improvements brought about with the assistance of UNHCR to meet basic needs of refugees and others of concern to UNHCR

*Performance measures<sup>a</sup>*

2004-2005: 75 per cent

Estimate 2006-2007: 80 per cent

Target 2008-2009: 85 per cent

(c) Progress towards finding durable solutions to the many instances of forced displacement

(c) (i) Increased number of actors involved in activities aimed at promoting the self-reliance of returnees and providing support to host countries and countries of origin in order to promote durable solutions

*Performance measures*

2004-2005: 100 actors

Estimate 2006-2007: 120 actors

Target 2008-2009: 140 actors

(ii) Increased number of refugees and other persons of concern who return from situations of forced displacement in the framework of programmes of voluntary repatriation to the countries of origin

*Performance measures*

2004-2005: 1.1 million returnees

Estimate 2006-2007: 1.3 million returnees

Target 2008-2009: 1.5 million returnees

(iii) Increased number of persons resettled to third countries

*Performance measures*

2004-2005: 85,500 resettled

Estimate 2006-2007: 65,000 resettled

Target 2008-2009: 70,000 resettled

(d) Strengthened partnerships with other actors to better enable UNHCR to discharge its mandate to assist refugees and others of concern to UNHCR in a spirit of burden-sharing and international solidarity

(d) (i) Increased level of voluntary contributions provided by the international community

*Performance measures*

2004-2005: \$2.0 billion

Estimate 2006-2007: \$2.1 billion

Target 2008-2009: \$2.6 billion

(ii) Number of emergency preparedness arrangements and contingency plans elaborated in response to potential refugee emergencies

*Performance measures*

2004-2005: 8 contingency plans elaborated or updated

Estimate 2006-2007: 8 contingency plans elaborated or updated

Target 2008-2009: 8 contingency plans elaborated or updated

(iii) Increased number of coordinated initiatives of relevant United Nations agencies aimed at addressing needs of refugees or returnees and the surrounding communities

*Performance measures*

2004-2005: 9 initiatives

Estimate 2006-2007: 10 initiatives

Target 2008-2009: 10 initiatives

(iv) Number of government agencies involved in the support of countries hosting/reintegrating refugees in accordance with the UNHCR strategy of repatriation, reintegration, rehabilitation and reconstruction

*Performance measures*

2004-2005: 6 government agencies

Estimate 2006-2007: 8 government agencies

Target 2008-2009: 8 government agencies

(e) Progress in helping host countries in the provision of assistance to refugees and others of concern to UNHCR and in strengthening their local capacity to cope with related issues

(e) Number of countries assisted by UNHCR to provide assistance to refugees and others of concern to UNHCR and to strengthen their capacity to cope with related issues

*Performance measures*

2004-2005: 23 countries

Estimate 2006-2007: 25 countries

Target 2008-2009: 27 countries

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<sup>a</sup> Shown in percentages since not all refugee camps are systematically reporting the required data every year, thus making comparisons over the years more difficult.

### External factors

- 24.17 The programme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the international community recognizes the enduring importance of the 1951 Convention relating to the Status of Refugees as the primary refugee protection instrument which, as amended by its 1967 Protocol, sets out rights, including human rights, and minimum standards of treatment that apply to persons falling within its scope; and (b) the international community recognizes that the refugee protection regime is enhanced through committed international cooperation in a spirit of solidarity and effective responsibility and burden-sharing among all States. With regard to the performance measure related to the number of persons resettled to third countries, the quotas set by the receiving countries and the lead time taken to process resettlement applications are external factors that have an impact on the attainment of the indicator of achievement.

### Outputs

- 24.18 During the biennium, the following outputs will be delivered:
- (a) Servicing of intergovernmental and expert bodies (extrabudgetary):
    - (i) General Assembly:
      - a. Substantive servicing of meetings: assistance to the General Assembly in its review of the High Commissioner's report (4); assistance to the Third Committee in its review of the High Commissioner's report (16);
      - b. Parliamentary documentation: report of the High Commissioner (2);
    - (ii) Executive Committee:
      - a. Substantive servicing of meetings: pledging conferences (annual) (2); preparation for and servicing of meetings of the Executive Committee (2); preparation/servicing of the June-July meeting at which protection issues are a key component of the agenda (2); preparation for and facilitation of the Executive Committee's consideration of assistance matters (8);
      - b. Parliamentary documentation: preparation of conference room papers on protection-related issues for each mid-year meeting of the Standing Committee (4); issues of the note on international protection (2); documents related to assistance issues, including the annual programme budget and reports on UNHCR inspection and evaluation activities (10); conference room papers related to a range of assistance issues (20);
  - (b) Other substantive activities (extrabudgetary):
    - (i) Recurrent publications: *Refugee Survey Quarterly* (8); *Refugees* (8); annual update of an information management system (digital online library and CD-ROMs) targeting field offices on operational aspects of UNHCR programmes, including operations relating to internally displaced persons (2);
    - (ii) Non-recurrent publications: a range of new publications, or updates to existing guidelines, dealing with various sectors (health, environment, reintegration, community services, refugee women, children/adolescents) and activities, e.g., registration, microfinance (20);
    - (iii) Fact-finding missions: protection-related missions to be undertaken by the senior management of UNHCR (High Commissioner, Deputy High Commissioner, Assistant

- High Commissioner and Director of the Division of International Protection Services) (8); fact-finding missions undertaken annually in relation to programme priority areas and the various technical sectors (8);
- (iv) Press conferences (2);
  - (v) Technical material: update and publish a CD-ROM entitled "Refworld", which provides, for external users, UNHCR official documents, legal information and other reference information (2);
  - (vi) Audio-visual resources: videos (normally of 8-15 minutes' duration, in English and French) on a range of refugee-related topics (10);
  - (vii) Seminars: organization of one major international consultation with non-governmental organization implementing partners (some 450) annually (2); seminars for UNHCR implementing partners in relation to priority areas of refugee women, children/adolescents, the elderly and the environment (20);
- (c) Technical cooperation (extrabudgetary)
- (i) Advisory services: assistance to governments in the establishment of refugee determination procedures and national legislation related to refugee matters (2);
  - (ii) Training courses, seminars and workshops: organization of refugee law course with the International Institute of Humanitarian Law, San Remo, Italy, with some 50 non-UNHCR participants from 30 countries (2); training events held worldwide for government officials and non-governmental implementing partners on refugee law, with overall participation of some 5,000 persons (2); a range of emergency-related training programmes conducted by UNHCR, of which the basic course, Workshop for Emergency Management, will be conducted in six sessions for 80 persons not affiliated with UNHCR (6);
  - (iii) Field projects: preparation, implementation and monitoring, in cooperation with a range of implementing partners, of annual projects directly related to international protection and involving activities related to local settlement, repatriation and resettlement (2); assistance projects, undertaken in cooperation with implementing partners, prepared, implemented and monitored annually in some 120 countries, grouped according two types of assistance, namely, emergency assistance and care and maintenance (4); projects, administered from Headquarters, aimed at providing programme expertise and financial resources to promote the mainstreaming of programme priorities (women, children/adolescents, elderly and the environment) in field operations (20).

Table 24.5 Resource requirements

| Category        | Resources (thousands of United States dollars) |                                 | Posts        |              |
|-----------------|------------------------------------------------|---------------------------------|--------------|--------------|
|                 | 2006-2007                                      | 2008-2009<br>(before recosting) | 2006-2007    | 2008-2009    |
| Regular budget  |                                                |                                 |              |              |
| Post            | 1 054.2                                        | 1 054.2                         | 2            | 2            |
| Non-post        | 65 977.0                                       | 68 477.0                        | —            | —            |
| <b>Subtotal</b> | <b>67 031.2</b>                                | <b>69 531.2</b>                 | <b>2</b>     | <b>2</b>     |
| Extrabudgetary  | 2 341 673.2                                    | 2 765 000.0                     | 5 465        | 5 465        |
| <b>Total</b>    | <b>2 408 704.4</b>                             | <b>2 834 531.2</b>              | <b>5 467</b> | <b>5 467</b> |

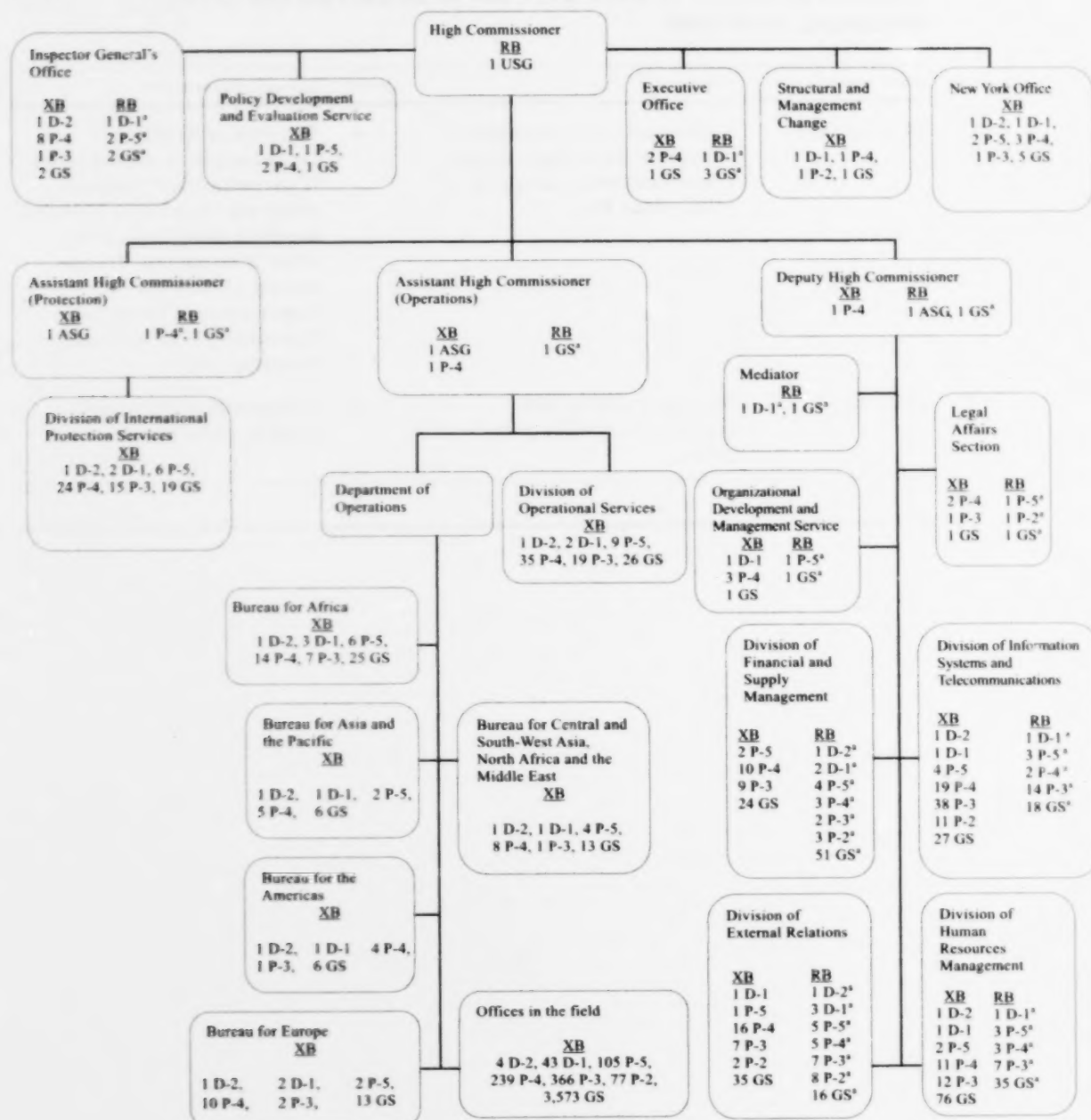
- 24.19 In accordance with article 20 of the UNHCR Statute, no expenditure other than administrative expenditures relating to the functioning of UNHCR shall be borne on the regular budget of the United Nations, and all other expenditures relating to the activities of the High Commissioner shall be financed by voluntary contributions. While the Statute does not define what is meant by "administrative expenditures", the term, based on a definition offered by the Advisory Committee on Administrative and Budgetary Questions in a report submitted to the General Assembly at its seventh session (see A/2157, part III), has been interpreted to mean expenses other than operational expenses and the related management costs.
- 24.20 The amount of \$69,531,200 proposed for the biennium 2008-2009 relates to: (a) provisions for posts of the High Commissioner and the Deputy High Commissioner (\$1,054,200); and (b) a grant to be utilized for the administrative costs of UNHCR (\$68,477,000). The level of the grant includes an increase in the amount of \$2,500,000, proposed to strengthen the regular budget component of the High Commissioner's administrative expenditures, as called for in section III of General Assembly resolution 59/276. The provision of funds to UNHCR for the administrative expenditures of the Office of the High Commissioner in the form of a grant rather than as post and non-post resources was initiated in the biennium 2002-2003. It was designed to simplify the UNHCR budgetary process and would be subject to review after three bienniums, as indicated in the proposed programme budget for the biennium 2002-2003 (A/56/6 (Sect. 23), para. 23.20). In this connection, the lump-sum arrangements will be reviewed in the early part of 2008, and the lessons learned from the full three bienniums, namely 2002-2003, 2004-2005 and 2006-2007, will be reported to the General Assembly at its sixty-third session.

Table 24.6 **Summary of follow-up action taken to implement relevant recommendations of oversight bodies**

| <i>Brief description of the recommendation</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <i>Action taken to implement the recommendation</i>                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Advisory Committee on Administrative and Budgetary Questions</b><br/>(A/60/7, chap. II)</p> <p>The Advisory Committee considers the overall presentation of section 24 for 2006-2007 to be lacking in transparency, difficult to follow and not consistent with the spirit of the original approval of the lump-sum appropriation. As noted above, the use of the lump-sum grant was intended to simplify and streamline the budgetary process. In the opinion of the Committee, given that the regular budget represents only 3 per cent of the overall budget of UNHCR, this method of budgeting could be well suited to the highly operational nature of UNCHR activities, providing the necessary flexibility as well as an incentive to manage resources within the limits of an overall budget ceiling. However, in order to be effective and credible, the use of a lump-sum grant must be accompanied by full, transparent reporting on both the use and proposed use of funds. Although the Committee recognizes that providing an object-of-expenditure breakdown in the proposed programme budget would be inconsistent with the lump-sum approach previously approved by the Assembly, it is of the opinion that there is a need to provide justification for the amount being proposed; an analysis of the way the amount requested has been arrived at should be submitted in the supplementary information provided to the Committee. This would also respond to the General Assembly's request in its resolution 56/253 for more transparency. The Committee urges UNHCR to improve its presentation of its regular budget section for 2008-2009, focusing on providing additional clarity and transparency (para. VI.25).</p> | <p>UNHCR has provided more detailed information on the lump sum provided for the biennium 2006-2007, as well as a detailed projection of the use of those resources for the biennium 2008-2009, to the Advisory Committee.</p> |

# Office of the United Nations High Commissioner for Refugees

## Organizational structure for the biennium 2008-2009



Abbreviations: RB, regular budget; XB, extrabudgetary; GS, General Service; also includes Local level, Field Service and National Officer posts.

\* Posts financed by the grant from the regular budget, shown under the regular budget heading in this chart for indicative purposes. They are, however, reflected in the extrabudgetary column in table 24.3 above.

## Annex

### Outputs produced in 2006-2007 not to be carried out in the biennium 2008-2009

| <i>A/60/6, paragraph</i> | <i>Output</i>                                                                                            | <i>Quantity</i> | <i>Reason for discontinuation</i>                                                                                                                                                                                                                                 |
|--------------------------|----------------------------------------------------------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 24.17 (a) (ii) a         | Preparation of two meetings per year of the Refugee Forum, a new consultative forum on "Convention Plus" | 4               | The work of the High Commissioner in relation to the "Convention Plus" initiative, which was launched in 2003, has now been mainstreamed into UNHCR operations. The last meeting of the High Commissioner's Forum on "Convention Plus" was held in November 2005. |
| 24.20 (b) (i)            | Newsletter dealing with operational activities of the Office                                             | 4               | Incorporated in the annual UNHCR global report                                                                                                                                                                                                                    |
|                          |                                                                                                          | 8               |                                                                                                                                                                                                                                                                   |

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**Sixty-second session****Proposed programme budget for the biennium 2008-2009\*****Part VI****Human rights and humanitarian affairs****Section 25****Palestine refugees**

(Programme 21 of the biennial programme plan and priorities for the period 2008-2009)\*\*

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\* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-second Session, Supplement No. 6 (A/62/6/Add.1)*.

\*\* *Official Records of the General Assembly, Sixty-first Session, Supplement No. 6 (A/61/6/Rev.1)*.



## Overview

- 25.1 The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) was established as a separate entity within the United Nations system and as a subsidiary organ of the General Assembly by resolution 302 (IV), from which UNRWA derives its mandate to provide continued assistance for the relief of Palestine refugees. Since starting its work in 1950, UNRWA has become the largest operational agency in the Middle East and has demonstrated the capacity to adapt and enhance its programmes, as required, to meet the evolving needs of refugees and to cope with developments in the region. It stands ready to continue to do so during the biennium 2008-2009 in accordance with the triennial mandate it receives from the Assembly.
- 25.2 UNRWA reports directly to the General Assembly. Overall review of UNRWA programmes and activities is undertaken by the 23-member Advisory Commission, which includes representatives of the Agency's major donors and host Governments. In its resolution 3331 B (XXIX), the Assembly decided that, with effect from 1 January 1975, the expenses relating to the emoluments of international staff in the service of UNRWA, which would otherwise have been charged to voluntary contributions, should be financed by the regular budget of the United Nations for the duration of the Agency's mandate.
- 25.3 The strategic objectives of UNRWA for the biennium 2008-2009 are to support the educational, social and economic development of the Palestine refugees, to provide targeted relief and social support for the most vulnerable refugees, particularly women, children and the disabled, and to increase the investment of the international community in improving the welfare of Palestine refugees.
- 25.4 UNRWA aims to achieve its objectives by maintaining and improving the provision of education and health services, relief and social support and microfinance loans to registered Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, the West Bank and the Gaza Strip, a population that may reach 4.5 million by 2008.
- 25.5 Since 2000, the Agency has provided emergency assistance to refugees in acute distress as a result of conflict, military operations, restrictions on the freedom of movement and prolonged economic hardship in the occupied Palestinian territory. This emergency assistance programme reaches more than 1.2 million refugees annually. UNRWA will continue to provide such services as necessary, as well as, on an exceptional basis, as mandated in General Assembly resolution 2252 (ES-V), services to non-refugees in serious need of immediate assistance.
- 25.6 Internal strengthening is an organizational priority established during the previous biennium. It includes a dedicated project management function, improved policy development and implementation and enhanced outreach capacity for the Commissioner-General of the Agency. UNRWA will continue its efforts to mainstream gender, both in programming and human resources management, and to develop further the Agency's protection response in programming, operation and advocacy, thereby bringing UNRWA closer to fulfilling its obligations vis-à-vis the directives of the Secretary-General, international human rights law and the Beijing Platform for Action.
- 25.7 The Agency, which is largely dependent on voluntary funding to implement its programmes, has contended not only with chronic funding shortfalls, but also with more sudden, politically induced funding uncertainties. It will continue to maintain cost-conscious management, to carry out programme assessments as necessary and to maintain the operational flexibility required to respond to unforeseen disruptions to life and livelihood in Palestine refugee communities. In each subprogramme area, including general education and technical and vocational training, maternal and child health care and disease prevention, poverty eradication and microfinance, the Agency has sought to achieve programme results consistent with the targets and commitments established by

the United Nations system, such as the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of the major United Nations conferences and international agreements since 1992. UNRWA will continue, in its five areas of operation, to maintain its efforts to achieve this consistency during 2008-2009, including in the areas of educational services, health services, relief and social services and income-generating programmes, and will continue to undertake projects to improve infrastructure and socio-economic conditions.

- 25.8 The overall regular budget resources required for the biennium 2008-2009 under this section amount to \$37,449,500 before recosting, which reflects a net increase of \$718,200 (or 2.0 per cent at 2006-2007 rates). The resource growth shown in table 25.1 is due to the delayed impact of three new international posts approved by the General Assembly for the biennium 2006-2007 (\$433,900) and two new posts proposed for 2008-2009 (\$284,300) (see table 25.2).
- 25.9 During the biennium 2008-2009, the Agency projects that \$1.2 billion in extrabudgetary resources will be required in large part as a result of its strategic plan, which will enable it to provide assistance to Palestine refugees, and the evolving operational environment in the occupied Palestinian territory.
- 25.10 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation activities would amount to \$2,689,400, \$578,500 of which will be funded from the regular budget and \$2,110,900 from extrabudgetary resources.

Table 25.1 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

| Component          | 2004-2005<br>expenditure | 2006-2007<br>appropri-<br>ation | Resource growth |            | Total<br>before<br>recosting | Recosting      | 2008-2009<br>estimate |
|--------------------|--------------------------|---------------------------------|-----------------|------------|------------------------------|----------------|-----------------------|
|                    |                          |                                 | Amount          | Percentage |                              |                |                       |
| Palestine refugees | 36 260.2                 | 36 731.3                        | 718.2           | 2.0        | 37 449.5                     | 1 979.1        | 39 428.6              |
| <b>Total</b>       | <b>36 260.2</b>          | <b>36 731.3</b>                 | <b>718.2</b>    | <b>2.0</b> | <b>37 449.5</b>              | <b>1 979.1</b> | <b>39 428.6</b>       |

(2) *Extrabudgetary*

|                          | 2004-2005<br>expenditure | 2006-2007<br>estimate | 2008-2009<br>estimate |
|--------------------------|--------------------------|-----------------------|-----------------------|
| <b>Total</b>             | <b>944 673.0</b>         | <b>1 075 976.3</b>    | <b>1 198 839.5</b>    |
| <b>Total (1) and (2)</b> | <b>980 933.2</b>         | <b>1 112 707.6</b>    | <b>1 238 268.1</b>    |

Table 25.2 Post requirements

| Category                      | Established regular budget posts |            | Temporary posts |           |                |           | Total      |            |
|-------------------------------|----------------------------------|------------|-----------------|-----------|----------------|-----------|------------|------------|
|                               | 2006-2007                        | 2008-2009  | Regular budget  |           | Extrabudgetary |           | 2006-2007  | 2008-2009  |
|                               |                                  |            | 2006-2007       | 2008-2009 | 2006-2007      | 2008-2009 |            |            |
| <b>Professional and above</b> |                                  |            |                 |           |                |           |            |            |
| USG                           | 1                                | 1          | —               | —         | —              | —         | 1          | 1          |
| ASG                           | 1                                | 1          | —               | —         | —              | —         | 1          | 1          |
| D-2                           | 2                                | 2          | —               | —         | 2              | 2         | 4          | 4          |
| D-1                           | 12                               | 12         | —               | —         | 1              | 1         | 13         | 13         |
| P-5                           | 19                               | 19         | —               | —         | 2              | 2         | 21         | 21         |
| P-4/3                         | 65                               | 67         | —               | —         | 24             | 24        | 89         | 91         |
| P-2/1                         | 2                                | 2          | —               | —         | 11             | 11        | 13         | 13         |
| <b>Subtotal</b>               | <b>102</b>                       | <b>104</b> | <b>—</b>        | <b>—</b>  | <b>40</b>      | <b>40</b> | <b>142</b> | <b>144</b> |
| <b>General Service</b>        |                                  |            |                 |           |                |           |            |            |
| Other level                   | 11                               | 11         | —               | —         | 1              | 1         | 12         | 12         |
| <b>Subtotal</b>               | <b>11</b>                        | <b>11</b>  | <b>—</b>        | <b>—</b>  | <b>1</b>       | <b>1</b>  | <b>12</b>  | <b>12</b>  |
| <b>Total</b>                  | <b>113</b>                       | <b>115</b> | <b>—</b>        | <b>—</b>  | <b>41</b>      | <b>41</b> | <b>154</b> | <b>156</b> |

## Programme of work

- 25.11 The programme of work has been formulated by drawing upon programme 21 of the biennial programme plan for the period 2008-2009.

### Subprogramme 1 Education

Table 25.3 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

**Objective of the Organization:** To meet the basic educational and training needs of Palestine refugees, in particular children and youth, and to improve their educational and employment opportunities.

| Expected accomplishments of the Secretariat                                                                                                 | Indicators of achievement                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| (a) Improved quality of education provided to the Palestine refugee population at all levels and increased access to educational facilities | (a) (i) Reduction in the dropout rate for pupils in the elementary education cycle |
|                                                                                                                                             | <i>Performance measures</i>                                                        |
|                                                                                                                                             | 2004-2005: 43 per cent                                                             |
|                                                                                                                                             | Estimate 2006-2007: 40 per cent                                                    |
|                                                                                                                                             | Target 2008-2009: 38 per cent                                                      |

- (ii) Reduction in the dropout rate for pupils in the preparatory education cycle

*Performance measures*

2004-2005: 2.5 per cent

Estimate 2006-2007: 2.49 per cent

Target 2008-2009: 2.48 per cent

- (iii) Reduction in the repetition rate for pupils in the elementary education cycle

*Performance measures*

2004-2005: 4.2 per cent

Estimate 2006-2007: 3.7 per cent

Target 2008-2009: 3.3 per cent

- (iv) Reduction in the repetition rate for pupils in the preparatory education cycle

*Performance measures*

2004-2005: 6.3 per cent

Estimate 2006-2007: 5.9 per cent

Target 2008-2009: 5.7 per cent

- (v) Increase in the pass rate for the comprehensive State examinations for semi-professional vocational training in Jordan, the West Bank and Gaza

*Performance measures*

2004-2005: 99 per cent

Estimate 2006-2007: 96 per cent

Target 2008-2009: 97 per cent

- (b) Adapted and improved course content and curricula in both the general and technical education programmes to match developments in host countries

- (b) Percentage of the curricula adapted or improved relative to the total number of modifications required

*Performance measures*

2004-2005: 100 per cent

Estimate 2006-2007: 100 per cent

Target 2008-2009: 100 per cent

(c) Adapted and improved course content and curricula in vocational training institutions to meet changing market conditions

(c) Percentage of the curricula adapted or improved relative to the total number of modifications required

*Performance measures*

2004-2005: 100 per cent

Estimate 2006-2007: 100 per cent

Target 2008-2009: 100 per cent

### External factors

- 25.12 Significant external factors that may affect the achievement of the expected accomplishments are:
- (a) The absence of empirical information systems in the host authorities, as well as limited access to available information, resulting in difficulty in identifying labour market needs;
  - (b) Lack of availability of land to construct new schools or replace unsuitable rented ones;
  - (c) A worsening economic situation and increased unemployment leading to increased dropout and failure rates;
  - (d) Funding constraints resulting in difficulty in responding to unplanned curricular changes introduced by host authorities and restricted ability to improve the learning environment (e.g., double-shifting in schools, school maintenance, furniture and equipment).

### Outputs

- 25.13 During the biennium 2008-2009, the following outputs will be delivered:
- (a) Provision of general education to 490,000 eligible refugee children in 666 UNRWA elementary and preparatory schools (and secondary education in Lebanon);
  - (b) Provision of technical and vocational training to 6,000 students;
  - (c) Harmonization of all curricula for the Agency's general and technical education programmes with those offered by the respective host authorities;
  - (d) Adaptation of all vocational training programme syllabi to reflect changing market demands;
  - (e) Construction or renovation of 730 educational facilities;
  - (f) Provision of pre-service teacher training to 1,400 potential teachers;
  - (g) Upgrading of teaching and training skills of 1,800 teachers, head teachers and other education staff;
  - (h) Provision of counselling and career guidance for Palestine refugee students to enable 2,500 graduates to secure jobs abroad.

## Subprogramme 2

### Health

Table 25.4 Objectives for the biennium, expected accomplishments and indicators of achievement

**Objective of the Organization:** To meet the basic health needs of Palestine refugees and to improve the overall state of health of their community.

| Expected accomplishments of the Secretariat                                                                                                                     | Indicators of achievement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) Reduced infant and maternal mortality from preventable causes related to pregnancy and childbirth, with special emphasis on reduction of neonatal mortality | <p>(a) (i) Increased percentage of infants delivered by trained personnel</p> <p><i>Performance measures</i></p> <p>2004-2005: 99.5 per cent</p> <p>Estimate 2006-2007: 98 per cent</p> <p>Target 2008-2009: 99 per cent</p> <p>(ii) Increased percentage of pregnant women registered with health-care services</p> <p><i>Performance measures</i></p> <p>2004-2005: 71.7 per cent</p> <p>Estimate 2006-2007: 70 per cent</p> <p>Target 2008-2009: 70 per cent</p>                                          |
| (b) Reduced morbidity, disability and mortality from communicable and non-communicable diseases                                                                 | <p>(b) (i) Maintenance of above 95 per cent immunization coverage rate against vaccine-preventable diseases</p> <p><i>Performance measures</i></p> <p>2004-2005: 99.5 per cent</p> <p>Estimate 2006-2007: 99 per cent</p> <p>Target 2008-2009: 99 per cent</p> <p>(ii) Increased percentage of newly detected cases managed for non-communicable diseases</p> <p><i>Performance measures</i></p> <p>2004-2005: 20.8 per cent</p> <p>Estimate 2006-2007: 10 per cent</p> <p>Target 2008-2009: 13 per cent</p> |

(c) Improved environmental sustainability in refugee camps and improvement of safe indoor water facilities

(c) (i) Increased percentage of camp refugee shelters connected to underground sewerage systems

*Performance measures*

2004-2005: 84.3 per cent

Estimate 2006-2007: 89 per cent

Target 2008-2009: 90 per cent

(ii) Increased percentage of camp refugee shelters provided with safe indoor water facilities including potable water

*Performance measures*

2004-2005: 99.7 per cent

Estimate 2006-2007: 99.8 per cent

Target 2008-2009: 100 per cent

(d) Streamlined health policies and service standards to conform with those of the host authorities

(d) Increased number of partnership agreements and joint programmes with the host authorities

*Performance measures*

2004-2005: 26 agreements

Estimate 2006-2007: 30 agreements

Target 2008-2009: 35 agreements

(e) Reduced number of nutritional disorders

(e) (i) Decreased prevalence of anaemia among pregnant women

*Performance measures*

2004-2005: 26.2 per cent

Estimate 2006-2007: 25 per cent

Target 2008-2009: 24 per cent

(ii) Decreased prevalence of anaemia among preschool children

*Performance measures*

2004-2005: 33.8 per cent

Estimate 2006-2007: 31 per cent

Target 2008-2009: 30 per cent

(f) Reduction of psychological trauma resulting from years of insecurity and chronic violence

(f) Increased assistance to persons suffering from mental trauma

*Performance measures*

2004-2005: 23,000 trauma patients assisted

Estimate 2006-2007: 26,000 trauma patients assisted

Target 2008-2009: 30,000 trauma patients assisted

**External factors**

25.14 Significant external factors that may affect the achievement of the expected accomplishments are:

- (a) Sudden increases in the cost of services and supplies promulgated by the host authorities that result in unplanned/unforeseen expenditures;
- (b) Funding shortfalls that limit the programme's ability to cope with the increased burden of non-communicable diseases and addressing unmet primary health needs, such as child disabilities and psychosocial health;
- (c) Crisis situations resulting in a deterioration in the health and nutritional status of the population;
- (d) Shortage of resources for development projects that place limitations on improvement of the camp water and sanitation infrastructure.

**Outputs**

25.15 During the biennium 2008-2009, the following outputs will be delivered:

- (a) Further development of the health information management system and the drug supply management system at the primary health-care facility level with links to field offices and Headquarters;
- (b) Provision of information technology equipment for the implementation of the new system to cover all health centres in the five field offices;
- (c) Provision of five in-service training courses for medical and nursing staff for the orientation of staff on the new management health information system;
- (d) Provision to camps in Jordan and the West Bank of additional vehicles and containers for the mechanization of solid waste collection and disposal;
- (e) Improved sewerage, drainage and water supply systems in refugee camps in Lebanon, the Syrian Arab Republic and the Gaza Strip;
- (f) Full immunization of all registered children below 2 years of age for primary and booster vaccines and expansion of the tuberculosis and HIV/AIDS control programme;
- (g) Provision of in-service training for more than 6,000 staff days each year for the various medical, nursing and support personnel in order to upgrade/increase their knowledge and skill on implementation of the technical guidelines and approved intervention strategies and postgraduate training opportunities in public health;

- (h) Protection of 110,000 pregnant women and nursing mothers against malnutrition and micronutrient deficiencies by providing them with food rations as early as possible after confirmation of pregnancy and for six months after delivery;
- (i) Provision of antenatal care, screening for anaemia, iron and vitamin supplements and at least one post-natal visit within the first six weeks of delivery to 95,000 pregnant women;
- (j) Provision of outpatient medical consultations to more than 1.9 million refugees, of which 300,000 will be consultations with specialists, at the 127 Agency clinics for the treatment of acute and chronic diseases;
- (k) Streamlining of four multidisciplinary activities addressing gender equality, life-skills education, psychosocial support and child disabilities within UNRWA programmes on education, health and social services;
- (l) Monitoring of 250,000 children under 3 years of age for growth and development and screening and treatment of anaemia;
- (m) Treatment of 150,000 patients suffering from acute and other life-threatening conditions who cannot be managed at the primary health-care level, in contracted hospitals or through reimbursement schemes;
- (n) Enhancement of partnerships for health with major stakeholders, including United Nations-specialized agencies, public health departments of host authorities, local and intergovernmental organizations and research institutions, to streamline strategies, align practical aspects of health policy and enhance programme analysis and evaluation capacity;
- (o) Holding of negotiations and joint working committee meetings for the development of joint initiatives with host authorities;
- (p) Monitoring, counselling and issuance of modern contraceptives to more than 110,000 family-planning clients;
- (q) Screening for hypertension and/or diabetes mellitus for persons over 40 years of age at UNRWA health centres;
- (r) Screening for breast cancer for women over 50 years of age and screening for cervical cancer for those between 35 and 45 years of age at UNRWA health centres;
- (s) Examination and immunization against vaccine-preventable diseases for 50,000 school entrants and vaccination/screening of 200,000 school entrants for oral health problems and morbidity conditions, with special emphasis on disabilities that are manageable, such as low vision and hearing defects;
- (t) Treatment for dental and periodontal problems for 700,000 refugees each year and screening for dental caries and other oral health problems for more than 250,000 children and pregnant women;
- (u) Administration of 1 million doses of vitamin A supplements each year to 80,000 nursing mothers, 300,000 preschoolers and 300,000 schoolchildren and provision of iron supplements to more than 90,000 pregnant women and 240,000 children of 6-36 months of age;
- (v) Preparation of detailed list of planned activities for improvement of health system performance through 10 brainstorming sessions of programme managers each biennium at headquarters and field offices and implementation of a tracking system to monitor activities;
- (w) Monitoring of the quality of the water provided and other environmental factors to control the spread of communicable diseases.

### Subprogramme 3 Relief and social services

Table 25.5 Objectives for the biennium, expected accomplishments and indicators of achievement

**Objective of the Organization:** To provide the most disadvantaged Palestine refugees with humanitarian assistance and promote self-reliance of less-disadvantaged members of the refugee community, especially women, the elderly, youth and persons with disabilities.

| Expected accomplishments of the Secretariat                                     | Indicators of achievement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) Improved social safety net provision for the lowest income refugee families | <p>(a) (i) Percentage of shelters rehabilitated in relation to cumulative identified housing needs</p> <p><i>Performance measures</i></p> <p>2004-2005: 25 per cent</p> <p>Estimate 2006-2007: 25 per cent</p> <p>Target 2008-2009: 25 per cent</p> <p>(ii) Percentage of assisted special hardship case families living below the poverty line</p> <p><i>Performance measures</i></p> <p>2004-2005: not available</p> <p>Estimate 2006-2007: 46 per cent</p> <p>Target 2008-2009: 46 per cent</p> <p>(iii) Percentage of special hardship case families receiving selective cash assistance compared to the total number of special hardship families</p> <p><i>Performance measures</i></p> <p>2004-2005: 28.5 per cent</p> <p>Estimate 2006-2007: 25 per cent</p> <p>Target 2008-2009: 25 per cent</p> |
| (b) Enhanced well-being of disadvantaged Palestine refugees                     | <p>(b) (i) Increased number of individuals benefiting from loan products through the microcredit community support programme</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

*Performance measures*

2004-2005: 2,900 individuals

Estimate 2006-2007: 4,000 individuals

Target 2008-2009: 5,000 individuals

(ii) Increased number of persons with disabilities who received direct rehabilitation from community-based rehabilitation centres

*Performance measures*

2004-2005: 18,390 clients

Estimate 2006-2007: 20,000 clients

Target 2008-2009: 25,000 clients

(iii) Increased number of women benefiting from awareness-raising, skills training and legal/social counselling

*Performance measures*

2004-2005: 80,000 women

Estimate 2006-2007: 85,000 women

Target 2008-2009: 90,000 women

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**External factors**

25.16 Significant external factors that may affect the achievement of expected accomplishments are:

- (a) International competition for donor funding and difficulty in attracting sustained funding of social safety net assistance programmes, which make it difficult to provide support to the growing number of families living under the poverty line;
- (b) Increasing poverty and population growth rates which have heightened demand for relief and social services but for which donor funding has not increased proportionately.

**Outputs**

25.17 During the biennium 2008-2009, the following outputs will be delivered:

- (a) Improvement and maintenance of updated records of the 4.8 million refugees in the region, including training on eligibility and registration activity;
- (b) Provision of certified training in generalist social work approaches and methodologies to relief and social workers in the field;
- (c) Provision of credit through community-based organizations to disadvantaged refugees;
- (d) Provision of credit to women through group guaranteed and individual lending schemes;

- (e) Provision of rehabilitation services to persons with disabilities;
- (f) Provision of special hardship assistance to needy individuals using a generalist social work approach and a poverty-based policy orientation;
- (g) Provision of targeted support for civic, recreational and sports activities for refugee children and youths, including those with disabilities;
- (h) Provision of technical assistance to 105 community-based organizations on key issues, such as community development concepts, development of annual workplans and services, budgeting and financial management and fund-raising, management and networking skills.

#### Subprogramme 4

##### Microfinance and microenterprise

Table 25.6 Objectives for the biennium, expected accomplishments and indicators of achievement

**Objective of the Organization:** To improve the quality of life of small and microentrepreneurs, create and sustain jobs, decrease unemployment and provide income-generating opportunities for needy men and women through the provision of credit.

| Expected accomplishments of the Secretariat                          | Indicators of achievement                                             |
|----------------------------------------------------------------------|-----------------------------------------------------------------------|
| (a) Increased business and income-generating opportunities           | (a) (i) Increased value of loans disbursed                            |
|                                                                      | <i>Performance measures</i>                                           |
|                                                                      | 2004-2005: \$35,421,829                                               |
|                                                                      | Estimate 2006-2007: \$137,000,000                                     |
|                                                                      | Target 2008-2009: \$137,500,000                                       |
|                                                                      | (ii) Increased number of loans disbursed                              |
|                                                                      | <i>Performance measures</i>                                           |
|                                                                      | 2004-2005: 39,627 loans                                               |
|                                                                      | Estimate 2006-2007: 123,500 loans                                     |
|                                                                      | Target 2008-2009: 144,060 loans                                       |
| (b) Improved development of the capacity of women microentrepreneurs | (b) (i) Increased number of loans provided to women-owned enterprises |
|                                                                      | <i>Performance measures</i>                                           |
|                                                                      | 2004-2005: 9,926 loans                                                |
|                                                                      | Estimate 2006-2007: 17,000 loans                                      |
|                                                                      | Target 2008-2009: 22,200 loans                                        |

- (ii) Increased value of loans provided to women-owned enterprises

*Performance measures*

2004-2005: \$1,285,711

Estimate 2006-2007: \$1,755,000

Target 2008-2009: \$4,380,000

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**External factors**

25.18 Significant external factors that may affect the achievement of expected accomplishments are:

- (a) Continued deterioration of the economic situation in the occupied Palestinian territory affecting programme performance and resulting in stagnated growth and a decline in credit outreach and cost recovery;
- (b) Policy initiatives by host governments towards Palestinian workers and businesses' access to trade and labour markets;
- (c) A significant inflow of additional grant and loan capital, allowing the programme to build its network of branch offices in its area of operations, increasing its combined outstanding loan portfolio to \$25 million by the end of the period and enabling the programme to achieve its targets.

**Outputs**

25.19 During the biennium 2008-2009, the following outputs will be delivered:

- (a) Disbursement of 1,200 small-scale enterprise loans valued at \$14.5 million;
- (b) Disbursement of 103,120 business loans valued at \$103.82 million in the West Bank, the Gaza Strip, Jordan and the Syrian Arab Republic through the small-scale enterprise credit and microenterprise credit programmes;
- (c) Disbursement of 2,300 housing loans valued at \$11.88 million in the Gaza Strip, the West Bank, Jordan and the Syrian Arab Republic;
- (d) Disbursement of 38,400 consumer loans valued at \$23 million in the West Bank, the Gaza Strip, Jordan and the Syrian Arab Republic;
- (e) Provision of business training courses in the Gaza Strip to support small businesses and encourage entrepreneurship.

**Table 25.7      Resource requirements**

| Category        | Resources (thousands of United States dollars) |                                 | Posts      |            |
|-----------------|------------------------------------------------|---------------------------------|------------|------------|
|                 | 2006-2007                                      | 2008-2009<br>(before recosting) | 2006-2007  | 2008-2009  |
| Regular budget  |                                                |                                 |            |            |
| Post            | 36 716.8                                       | 37 435.0                        | 113        | 115        |
| Non-post        | 14.5                                           | 14.5                            | —          | —          |
| <b>Subtotal</b> | <b>36 731.3</b>                                | <b>37 449.5</b>                 | <b>113</b> | <b>115</b> |
| Extrabudgetary  | 1 075 976.3                                    | 1 198 839.5                     | 41         | 41         |
| <b>Total</b>    | <b>1 112 707.6</b>                             | <b>1 236 289.0</b>              | <b>154</b> | <b>156</b> |

- 25.20 The amount of \$37,449,500 provides for international posts, general temporary assistance and resources for centrally provided data-processing infrastructure services and support costs. The increase of \$718,200 in resources is due to increased requirements arising from the delayed impact of three new Professional posts (2 P-4, 1 P-3) approved by the General Assembly for the biennium 2006-2007 (\$433,900) and the cost of two new posts (1 P-4 and 1 P-3) proposed for 2008-2009 (\$284,300).
- 25.21 The Agency is currently undertaking an initiative to streamline the operations in its field offices, with an emphasis on project planning and implementation, project proposal preparation and reporting. The Gaza field office is under the most stress in terms of meeting the urgent needs of refugees. Accordingly, a P-4 Field Programme and Support Officer is proposed to improve the management capabilities at the field level. Furthermore, UNRWA is undertaking an Agency-wide initiative to bring efficiencies to its organizational processes and field operations by enhancing human resources management, establishing accountability frameworks and providing management training. In this connection, the proposed Monitoring and Evaluation Officer post at the P-3 level is required to improve and further develop the Agency's ability to fully realize the undertaking and use of evaluations, analyse and generate knowledge regarding which policies, programmes and activities work and do not work and learn and adapt accordingly.

**Table 25.8      Summary of follow-up action taken to implement the relevant recommendations of the oversight bodies**

| Brief description of the recommendation                                                                                                                                   | Action taken to implement the recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>United Nations Board of Auditors</b><br>(A/61/5/Add.3, chap. II)                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| The Board recommends that UNRWA maintain a centralized and easily accessible detail listing of acquisitions and disposals of buildings made during a biennium (para. 32). | Due to the voluminous nature of the original documentation of construction activities at the field offices, it may not be possible to centralize all records pertaining to construction, land and building for all field offices in one place. It may be possible to provide a detailed listing, consolidated by field office, in one place. The recommendation will, however, be studied for possible implementation after consultation with the relevant technical and administration personnel. |

*Brief description of the recommendation**Action taken to implement the recommendation*

UNRWA agreed with the Board's recommendation to improve the competency of its procurement staff through either continued formal training interventions or support of the completion of courses through professional institutions (para. 46).

A United Nations-specific procurement certification scheme, which included both training and professional certification in the area of procurement, has been established for the common United Nations system of organizations. The programme was started in 2005 with the United Nations System Staff College conducting train-the-trainer workshops, to which UNRWA had nominated four staff members. The intention was for those staff members to be the primary conduit for the transfer of knowledge to UNRWA procurement staff at large. They would also facilitate the studies leading to the specific United Nations examination and subsequent certification for UNRWA staff involved in the procurement process.

UNRWA agreed with the Board's recommendation (a) to develop a comprehensive training plan based on a formalized needs assessment, and (b) to allocate an appropriate budget allotment based on identified training needs (para. 62).

This recommendation is being implemented as part of the human resources strategy in the organizational development initiative. Task forces have been set up to address this issue.

UNRWA agreed with the Board's recommendation to compile personal development plans for all staff as part of the performance appraisal process (para. 80).

Implementation is being handled as part of the human resources strategy of the organizational development initiative.

UNRWA agreed with the Board's recommendation to establish policies and procedures on results-based management to provide for strategic planning, setting of targets, monitoring processes, promoting effective management decisions and reporting on performance (para. 84).

UNRWA agrees with the recommendation; the office of the Director of Operational Support will take the lead in the preparation of such policies and procedures in consultation with the UNRWA Budget Division.

The Board recommends that UNRWA compile a project document with an action plan, including time frames and responsibilities, for the full implementation of results-based management (para. 99).

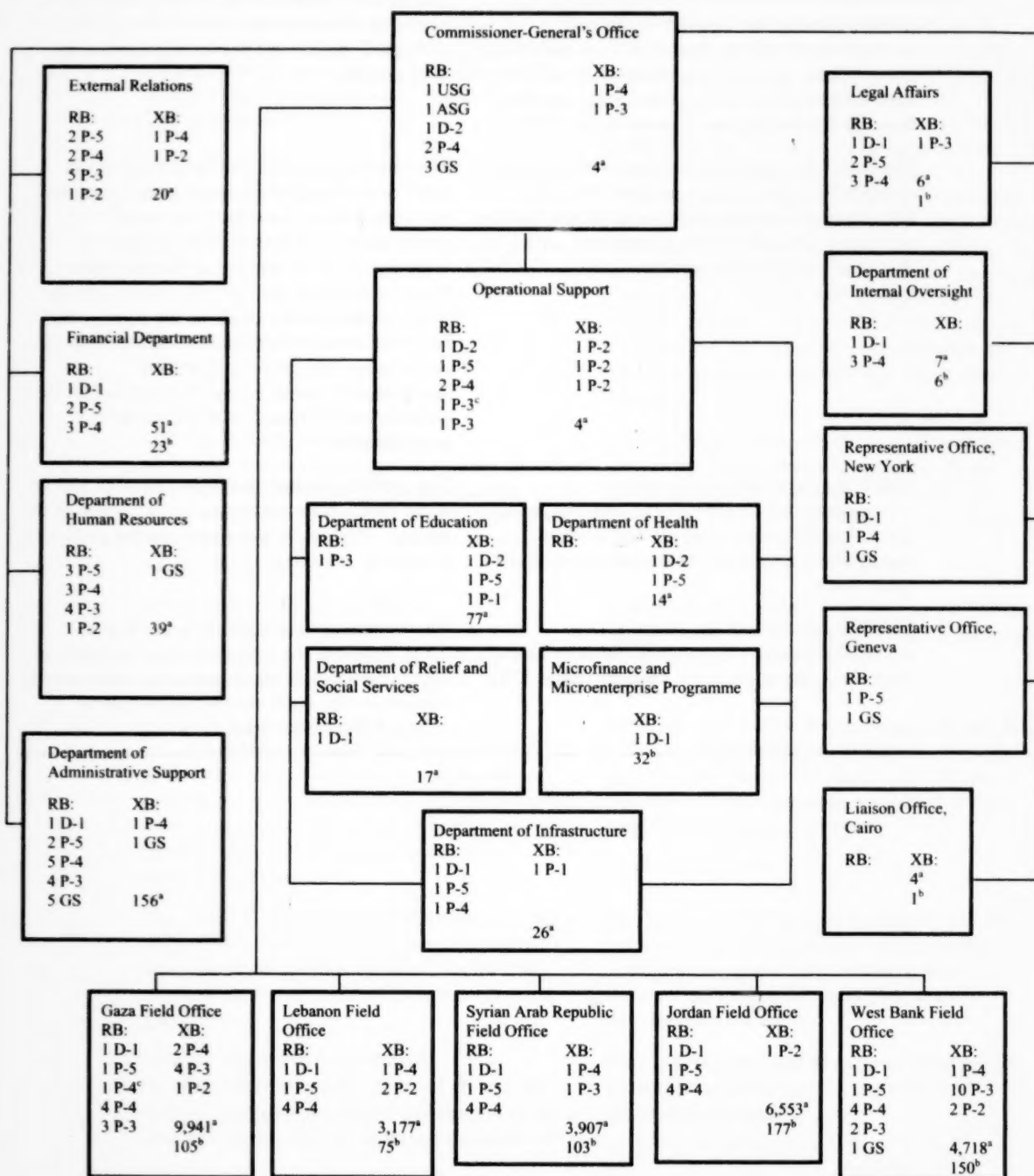
The Director of Operational Support will take the lead in the preparation of results-based-budgeting policies and procedures as part of the implementation of the organizational development initiative.

UNRWA agreed with the Board's recommendation to carry forward all lessons learned through appropriate reporting in order to facilitate access and quick reference (para. 107).

This is being considered as an integral part of project management in the organizational development process.

| <i>Brief description of the recommendation</i>                                                                                                                                                                                                                                 | <i>Action taken to implement the recommendation</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The Board reiterates its recommendation that UNRWA update the treasury technical instructions to specify that cash from each fund group cannot be used interchangeably to meet cash flow requirements without prior approval from the Commissioner-General (para. 110).</p> | <p>The treasury technical instructions have been amended to incorporate this provision. This action will ensure the proper segregation of fund groups.</p>                                                                                                                                                                                                                                                                                                                                             |
| <p>The Board recommends that necessary process changes be made to the Area Staff Provident Fund in order to recognize humanitarian loans at amortized cost and ensure compliance with IAS (International Accounting Standards) (para. 135).</p>                                | <p>The recommendation will be considered in 2007 even though the humanitarian loans are not loans per se, since they represent participants' withdrawal of their own contribution at no interest to the Provident Fund. A decision has yet to be taken as to the way forward on this issue, as the Agency has received some professional guidance from the Association of Chartered Certified Accountants, which we have tabled before the United Nations Board of Auditors for its consideration.</p> |
| <p>UNRWA agreed with the Board's recommendation to activate the auditing feature and to log the policy changes and account management events on the domain controller (para. 165).</p>                                                                                         | <p>The auditing feature has been activated and an audit trail is now maintained of activities in the system. This action has enhanced the audit trail of system activities.</p>                                                                                                                                                                                                                                                                                                                        |
| <p>UNRWA agreed with the Board's recommendation to implement adequate access controls on the application systems (para. 176).</p>                                                                                                                                              | <p>The Ramco system upgrade was completed in 2006, enabling the introduction of application access controls. Work is currently under way to implement the audit recommendations to enhance system security.</p>                                                                                                                                                                                                                                                                                        |

**United Nations Relief and Works Agency for Palestine Refugees in the Near East**  
**Organizational structure and post distribution for the biennium 2008-2009**



(Footnotes on following page)

(Footnotes to chart)

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<sup>a</sup> Total number of area posts.

<sup>b</sup> Number of area staff posts equivalent to the P-2 to P-5 levels reporting to international staff.

<sup>c</sup> New posts.

## Annex

**Outputs produced in 2006-2007 not to be carried out  
in the biennium 2008-2009**

| <i>A/60/6, paragraph</i> | <i>Output</i>                                                                                                                                      | <i>Quantity</i> | <i>Reason for discontinuation</i>                                                                                                                                                                                                                         |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 25.22 (c)                | Maintenance of food and storage safety, with special focus on the Agency's 10 warehouses, 57 food distribution centres and 128 distribution points | 1               | Quality control responsibility was outsourced as from August 2004 and maintenance of food and storage safety is no longer applicable. Maintenance of distribution centres and warehouses is under the responsibility of the Operational Support Division. |
|                          |                                                                                                                                                    | <b>Total</b>    | <b>1</b>                                                                                                                                                                                                                                                  |



# General Assembly

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## Sixty-second session

### Proposed programme budget for the biennium 2008-2009\*

#### Part VI

#### Human rights and humanitarian affairs

#### Section 26

#### Humanitarian assistance

(Programme 22 of the biennial programme plan and priorities for the period 2008-2009)\*\*

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- \* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-second Session, Supplement No. 6 (A/62/6/Add.1)*.
- \*\* *Official Records of the General Assembly, Sixty-first Session, Supplement No. 6 (A/61/6/Rev.1)*.



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## Overview

- 26.1 The overall purpose of the programme is to ensure the timely, coherent and coordinated response of the international community to disasters and emergencies and to facilitate the smooth transition from emergency relief to rehabilitation and development. The legislative authority and mandate for the programme are derived from General Assembly resolution 46/182, in which the Assembly reaffirmed the guiding principles of humanitarian assistance and reinforced earlier decisions and resolutions adopted by it and the Economic and Social Council concerning humanitarian assistance and the leadership role of the Secretary-General in responding to natural disasters and humanitarian emergencies. The Office for the Coordination of Humanitarian Affairs is responsible for the implementation of the programme and the achievement of its objectives.
- 26.2 The strategy for implementing the programme is based on the need for the development and promotion of a common policy on humanitarian issues for the United Nations system and its partners; the mobilization and coordination of assistance in complex emergencies and disasters; the development and mobilization of United Nations capacity to expedite the provision of international humanitarian assistance; the promotion of natural disaster risk reduction; advocacy of humanitarian issues; and the availability of timely information on emergencies and natural disasters to facilitate global humanitarian assistance. Within the United Nations system, the principal responsibility for the coordination and promotion of disaster risk reduction activities resides with the inter-agency secretariat of the International Strategy for Disaster Reduction, while responsibility for the implementation of the Strategy resides with the United Nations system organizations in accordance with their respective mandates.
- 26.3 The programme is managed by the Under-Secretary-General for Humanitarian Affairs/Emergency Relief Coordinator. The work programme is implemented by the New York, Geneva and field offices of the Office for the Coordination of Humanitarian Affairs and by the secretariat of the International Strategy for Disaster Reduction.
- 26.4 The proposed programme budget for 2008-2009 reflects the continued commitment of the Office for the Coordination of Humanitarian Affairs to ensuring effective and accountable emergency response coordination, both in the field and at Headquarters; improving the development and implementation of humanitarian policy and facilitating the translation of policy into practice through the provision of support to field offices, country teams, national Governments and non-governmental organizations; implementing a strategic advocacy plan, in collaboration with relevant organizations of the United Nations system, non-governmental organizations and Government authorities; strengthening and extending its information role within the humanitarian community; and developing the Office into a well-funded, sustainably structured and well-managed organization.
- 26.5 The point of departure for the proposed programme budget for 2008-2009 would be the Office's strengthening of its policy, advocacy, coordination and information management components to effectively respond to the growing demands of the humanitarian operating environment. The Office faces ever-increasing challenges related to the protection of civilians, the provision of support to internally displaced persons, the increasing occurrence of natural disasters and the security of humanitarian personnel.
- 26.6 The issue of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized below and as described in the output information for each subprogramme.

Table 26.1 Summary of publications

| <i>Publications</i> | <i>2004-2005<br/>actual</i> | <i>2006-2007<br/>estimate</i> | <i>2008-2009<br/>estimate</i> |
|---------------------|-----------------------------|-------------------------------|-------------------------------|
| Recurrent           | 75                          | 61                            | 59                            |
| Non-recurrent       | 1                           | —                             | —                             |
| <b>Total</b>        | <b>76</b>                   | <b>61</b>                     | <b>59</b>                     |

- 26.7 The overall resources required for the biennium 2008-2009 for this section amount to \$27,689,800 before recosting, reflecting an increase of \$1,123,800. The increase under the regular budget reflects the Secretary-General's continued commitment to gradually strengthen the regular budget component of the Office and responds to General Assembly resolution 57/153, in which the Assembly emphasized that the Office should benefit from adequate and more predictable funding. The overall increase shown in table 26.3 includes the following:
- (a) A decrease (\$8,000) in requirement for non-post items related to travel under executive direction and management;
  - (b) The net increase of \$1,209,800 under programme of work relating to:
    - (i) A net increase of \$1,057,000 under subprogramme 2, including \$506,900 for the establishment under the regular budget of three new Professional posts (1 P-5, 1 P-4 and 1 P-3) to strengthen support for humanitarian coordination activities, and \$562,100 for the delayed impact of the four Professional posts (2 P-4 and 2 P-3) established in the biennium 2006-2007, partially offset by a decreased requirement (\$12,000) for non-post items related to travel;
    - (ii) An increase of \$152,800 under subprogramme 5 relating to the delayed impact of one P-4 post established in the biennium 2006-2007;
  - (c) A net decrease (\$78,000) under programme support for non-post items resulting from reduced requirements under various objects of expenditure.
- 26.8 During the biennium 2008-2009, projected extrabudgetary resources amounting to \$368,859,800, representing 92.7 per cent of the overall resource requirements, would supplement resources from the regular budget to finance various activities of the Office. The extrabudgetary resource requirements reflect the significant increase in the number and magnitude of complex emergencies, particularly in the African region, as well as natural disasters worldwide. The estimates for extrabudgetary resources include the core requirements of the Office in New York and Geneva, which are funded from the Trust Fund for Strengthening the Office of the Emergency Relief Coordinator, the Central Emergency Response Fund, the Human Security Trust Fund and the Special Account for Programme Support. The Office's field presence relates to activities carried out primarily under subprogrammes 2 and 4, which are financed from the Trust Fund for Disaster Relief Assistance, as well as subprogramme 5, which is funded from the Trust Fund for Strengthening the Office of the Emergency Relief Coordinator.
- 26.9 The extrabudgetary proposals for 2008-2009 include the proposed establishment of a D-1 post for a Deputy Director in the Coordination and Response Division in New York under subprogramme 2. The coordination services of the Office for the Coordination of Humanitarian Affairs have significantly increased over the past few years, which has resulted in the more than doubling of its field offices since 1997, to 43 worldwide. The workload and size of the Division and the considerable amount of travel required of the Director necessitate a Deputy Director at the D-1 level to support the Director and to strengthen the management of the Division. In accordance with

the provision of resolution 35/217 on the proposed establishment of extrabudgetary posts at the D-1 level and higher, the proposal to create the extrabudgetary D-1 posts would be submitted separately to the Advisory Committee on Administrative and Budgetary Questions for its concurrence.

- 26.10 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation are estimated at \$3,899,300, reflected under subprogramme 1. That amount includes \$733,900 under the regular budget and \$3,165,400 financed from extrabudgetary resources.
- 26.11 The estimated percentage distribution of the resources of the programme in the biennium 2008-2009 is as shown in table 26.2 below. The distribution of resources is summarized in tables 26.3 and 26.4.

Table 26.2 **Distribution of resources by component**  
(Percentage)

| <i>Component</i>                                              | <i>Regular budget</i> | <i>Extrabudgetary</i> |
|---------------------------------------------------------------|-----------------------|-----------------------|
| A. Executive direction and management                         | 14.6                  | 5.8                   |
| B. Programme of work                                          |                       |                       |
| 1. Policy and analysis                                        | 5.7                   | 2.2                   |
| 2. Coordination of humanitarian action and emergency response | 27.7                  | 56.8                  |
| 3. Natural disaster reduction                                 | 8.3                   | 14.6                  |
| 4. Emergency support services                                 | 16.7                  | 3.8                   |
| 5. Humanitarian emergency information and advocacy            | 10.2                  | 10.1                  |
| <b>Subtotal B</b>                                             | <b>68.6</b>           | <b>87.5</b>           |
| C. Programme support                                          | 16.8                  | 6.7                   |
| <b>Total</b>                                                  | <b>100.0</b>          | <b>100.0</b>          |

Table 26.3 **Resource requirements by component**  
(Thousands of United States dollars)

(1) *Regular budget*

| <i>Component</i>                      | <i>2004-2005<br/>expenditure</i> | <i>2006-2007<br/>appropriation</i> | <i>Resource growth</i> |                   | <i>Total<br/>before<br/>recasting</i> | <i>Recasting</i> | <i>2008-2009<br/>estimate</i> |
|---------------------------------------|----------------------------------|------------------------------------|------------------------|-------------------|---------------------------------------|------------------|-------------------------------|
|                                       |                                  |                                    | <i>Amount</i>          | <i>Percentage</i> |                                       |                  |                               |
| A. Executive direction and management | 3 891.7                          | 4 056.5                            | (8.0)                  | (0.2)             | 4 048.5                               | 211.9            | 4 260.4                       |
| B. Programme of work                  | 15 174.3                         | 17 791.5                           | 1 209.8                | 6.8               | 19 001.3                              | 782.5            | 19 783.8                      |
| C. Programme support                  | 4 170.4                          | 4 718.0                            | (78.0)                 | (1.7)             | 4 640.0                               | 224.4            | 4 864.4                       |
| <b>Subtotal</b>                       | <b>23 236.5</b>                  | <b>26 566.0</b>                    | <b>1 123.8</b>         | <b>4.2</b>        | <b>27 689.8</b>                       | <b>1 218.8</b>   | <b>28 908.6</b>               |

## (2) Extrabudgetary

|                          | 2004-2005<br>expenditure | 2006-2007<br>estimate | 2008-2009<br>estimate |
|--------------------------|--------------------------|-----------------------|-----------------------|
| <b>Subtotal</b>          | <b>221 752.7</b>         | <b>338 627.5</b>      | <b>368 859.8</b>      |
| <b>Total (1) and (2)</b> | <b>244 989.2</b>         | <b>365 193.5</b>      | <b>397 768.4</b>      |

Table 26.4 Post requirements

| Category                      | Established<br>regular<br>budget posts |               | Temporary posts |               |                             |               | Total         |               |
|-------------------------------|----------------------------------------|---------------|-----------------|---------------|-----------------------------|---------------|---------------|---------------|
|                               |                                        |               | Regular budget  |               | Extrabudgetary <sup>a</sup> |               |               |               |
|                               | 2006-<br>2007                          | 2008-<br>2009 | 2006-<br>2007   | 2008-<br>2009 | 2006-<br>2007               | 2008-<br>2009 | 2006-<br>2007 | 2008-<br>2009 |
| <b>Professional and above</b> |                                        |               |                 |               |                             |               |               |               |
| USG                           | 1                                      | 1             | —               | —             | —                           | —             | 1             | 1             |
| ASG                           | 1                                      | 1             | —               | —             | —                           | —             | 1             | 1             |
| D-2                           | 3                                      | 3             | —               | —             | 1                           | 1             | 4             | 4             |
| D-1                           | 3                                      | 3             | —               | —             | 8                           | 9             | 11            | 12            |
| P-5                           | 9                                      | 10            | —               | —             | 52                          | 67            | 61            | 77            |
| P-4/3                         | 27                                     | 29            | —               | —             | 264                         | 323           | 291           | 352           |
| P-2/1                         | 5                                      | 5             | —               | —             | 24                          | 33            | 29            | 38            |
| <b>Subtotal</b>               | <b>49</b>                              | <b>52</b>     | <b>—</b>        | <b>—</b>      | <b>349</b>                  | <b>433</b>    | <b>398</b>    | <b>485</b>    |
| <b>General Service</b>        |                                        |               |                 |               |                             |               |               |               |
| Principal level               | 2                                      | 2             | —               | —             | —                           | 1             | 2             | 3             |
| Other level                   | 15                                     | 15            | —               | —             | 73                          | 127           | 88            | 142           |
| <b>Subtotal</b>               | <b>17</b>                              | <b>17</b>     | <b>—</b>        | <b>—</b>      | <b>73</b>                   | <b>128</b>    | <b>90</b>     | <b>145</b>    |
| <b>Other</b>                  |                                        |               |                 |               |                             |               |               |               |
| National Officer              | —                                      | —             | —               | —             | 137                         | 233           | 137           | 233           |
| Local level                   | —                                      | —             | —               | —             | 397                         | 247           | 397           | 247           |
| <b>Subtotal</b>               | <b>—</b>                               | <b>—</b>      | <b>—</b>        | <b>—</b>      | <b>534</b>                  | <b>480</b>    | <b>534</b>    | <b>480</b>    |
| <b>Total</b>                  | <b>66</b>                              | <b>69</b>     | <b>—</b>        | <b>—</b>      | <b>956</b>                  | <b>1 041</b>  | <b>1 022</b>  | <b>1 110</b>  |

<sup>a</sup> The 480 "other" category posts are to be funded from general temporary assistance and are included here in compliance with the recommendation of the Advisory Committee on Administrative and Budgetary Questions.

## A. Executive direction and management

*Resource requirements (before recosting): \$4,048,500*

- 26.12 The role and functions of the Emergency Relief Coordinator were defined by the General Assembly in its resolution 46/182 and streamlined by the Assembly in its resolutions 52/12 A and B and in the report of the Secretary-General on reform (see A/51/950), which called for the strengthening of three core functions: policy development and coordination on humanitarian issues; advocacy of humanitarian issues with political organs; and coordination of humanitarian emergency response.

- 26.13 The Emergency Relief Coordinator provides overall direction, management and policy guidance to the offices in New York, Geneva and the field. He or she provides leadership in the coordination of the overall response of the international community, particularly that of the United Nations system, to disasters and humanitarian emergencies; undertakes humanitarian diplomacy with Governments of affected countries, including the facilitation of access to emergency areas for rapid delivery of humanitarian assistance; consults with the donor community and other interested States on issues related to the provision of emergency humanitarian assistance; chairs the Inter-Agency Standing Committee and oversees the implementation of its recommendations; manages the Central Emergency Response Fund and its loan component; mobilizes resources and support for the United Nations system's emergency humanitarian programmes; steers the development of policies for humanitarian assistance, in coordination with relevant partners; serves as the advocate for humanitarian issues on behalf of the United Nations system; and promotes better understanding by the public of humanitarian assistance issues. The Coordinator acts as the main adviser of the Secretary-General on humanitarian issues and cooperates closely with the Department of Political Affairs and the Department of Peacekeeping Operations in the planning and coordination of United Nations humanitarian assistance activities in crisis situations. The Coordinator also chairs the Executive Committee on Humanitarian Affairs. The Under-Secretary-General for Humanitarian Affairs is assisted by an Assistant Secretary-General, who also acts as the Deputy Emergency Relief Coordinator.
- 26.14 The offices in New York and Geneva support the Coordinator. The New York office comprises the Office of the Under-Secretary-General, which assists in the management of the Office for the Coordination of Humanitarian Affairs as a whole, ensuring complementarities of activities and close cooperation between the two offices; the Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs secretariat; the Policy Development and Studies Branch, which is responsible for the implementation of subprogramme 1; the Coordination and Response Division, which is responsible for subprogramme 2; and the Advocacy and Information Management Branch, which is responsible for subprogramme 5. The Geneva office comprises the Coordination and Response Division, which is responsible for implementing certain parts of subprogramme 2; the Emergency Services Branch, which implements subprogramme 4; and the Inter-Agency Standing Committee Liaison Section and the Advocacy and Information Management Branch, which implement certain aspects of subprogrammes 1 and 5, respectively. The secretariat of the International Strategy for Disaster Reduction, also located in Geneva and overseen by the Under-Secretary-General for Humanitarian Affairs, implements subprogramme 3.
- 26.15 The Deputy Emergency Relief Coordinator, based in New York, assists the Coordinator in providing overall direction, management and supervision of the offices in New York and Geneva, as well as in supporting the Office's coordination in the field, and provides advice to the Coordinator on all matters relating to the mandate of the Office. The Deputy interacts with Member States, intergovernmental and non-governmental organizations and operational humanitarian agencies, as well as those departments of the Secretariat whose responsibilities encompass peacekeeping, political and economic activities. The Deputy acts for the Coordinator in his or her absence and represents him or her, as required, in United Nations bodies, organizations and conferences.
- 26.16 The Director of the New York office is responsible for advising the Under-Secretary-General and his or her Deputy on the direction, supervision and management of the New York office and providing advice to the Coordinator on department-wide management policy issues and donor relations.
- 26.17 The Director of the Geneva office is responsible for the overall direction, supervision and management of the Geneva office and provides advice to the Coordinator on issues within the

purview of the Geneva office, particularly on field coordination. The Director interacts with Member States and intergovernmental and non-governmental organizations, as well as operational humanitarian agencies in Europe, and represents the Coordinator as required. The Director also serves as the Chairperson of the Inter-Agency Standing Committee Working Group. The Inter-Agency Standing Committee Liaison Section is an integral part of the Director's office.

- 26.18 In New York, the Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs secretariat supports the Emergency Relief Coordinator/Under-Secretary-General for Humanitarian Affairs in his or her capacity as Chairperson of both Committees. The secretariat facilitates the work of the two Committees in relation to priorities for policy development, operational issues and advocacy in the humanitarian sector. In Geneva, the Inter-Agency Standing Committee secretariat is an integral part of the Office of the Director and provides services to the Inter-Agency Standing Committee, the Standing Committee's Working Group and its sub-working groups. The secretariat, located in New York and Geneva, maintains administrative and consultative communication channels among the members; facilitates regular and ad hoc meetings of the Standing Committee, its working group and the Executive Committee; ensures compliance with and monitors implementation of the decisions of the Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs; and undertakes effective advocacy on behalf of the Standing Committee.
- 26.19 There are 2 meetings of the Inter-Agency Standing Committee per annum (1 each in New York and Geneva); 4 meetings of its Working Group per annum (2 in Geneva, 1 in New York and 1 in Rome); 20 meetings of the reference and technical sub-working groups per annum (in various locations); and 12 meetings of the Executive Committee on Humanitarian Affairs per annum (in New York). In addition, core group meetings of key members of the Executive Committee on Humanitarian Affairs are held on an ad hoc basis, as needed. Weekly meetings of the Standing Committee are also held throughout the year, in both New York and Geneva.

Table 26.5 **Objectives for the biennium, expected accomplishments and indicators of achievement**

**Objective of the Organization:** To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work of the Office for the Coordination of Humanitarian Affairs and of staff and financial resources.

| Expected accomplishments of the Secretariat                                                                   | Indicators of achievement                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) Programme of work is effectively managed and supported within the available human and financial resources | <p>(a) (i) Timely delivery of programmed outputs and services</p> <p><i>Performance measures</i></p> <p>2004-2005: 95 per cent</p> <p>Estimate 2006-2007: 98 per cent</p> <p>Target 2008-2009: 98 per cent</p> <p>(ii) Timely recruitment and placement of staff</p> <p><i>Performance measures</i></p> <p>Post occupancy rate</p> <p>2004-2005: 95 per cent</p> |

Estimate 2006-2007: 98 per cent

Target 2008-2009: 98 per cent

(iii) Efficient and effective utilization of resources

*Performance measures*

Expenditure relative to funds authorized

2004-2005: 90 per cent

Estimate 2006-2007: 93 per cent

Target 2008-2009: 95 per cent

(b) Ensure policy coherence in the management of the United Nations multidimensional activities in peace, security, peacekeeping and humanitarian assistance and coordination

(b) Increased number of activities carried out in collaboration with other entities, such as the Department of Political Affairs, the Department of Peacekeeping Operations, the United Nations Development Programme (UNDP) and other operational agencies of the United Nations system

*Performance measures*

2004-2005: 10 activities

Estimate 2006-2007: 12 activities

Target 2008-2009: 15 activities

### External factors

26.20 The component is expected to achieve its objectives and expected accomplishments on the assumption that intergovernmental bodies, Governments, non-governmental organizations concerned with humanitarian action and other stakeholders continue to support the work of the Office for the Coordination of Humanitarian Affairs.

Table 26.6 Resource requirements: executive direction and management

| Category        | Resources (thousands of United States dollars) |                                 | Posts     |           |
|-----------------|------------------------------------------------|---------------------------------|-----------|-----------|
|                 | 2006-2007                                      | 2008-2009<br>(before recosting) | 2006-2007 | 2008-2009 |
| Regular budget  |                                                |                                 |           |           |
| Post            | 3 675.5                                        | 3 675.5                         | 11        | 11        |
| Non-post        | 381.0                                          | 373.0                           | —         | —         |
| <b>Subtotal</b> | <b>4 056.5</b>                                 | <b>4 048.5</b>                  | <b>11</b> | <b>11</b> |
| Extrabudgetary  | 9 946.9                                        | 21 530.7                        | 24        | 36        |
| <b>Total</b>    | <b>14 003.4</b>                                | <b>25 579.2</b>                 | <b>35</b> | <b>47</b> |

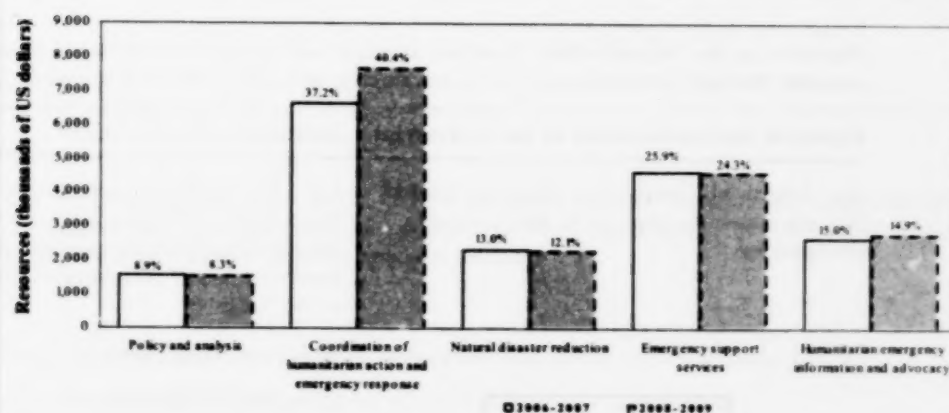
- 26.21 The amount of \$4,048,500 provides for the continuation of 11 posts as well as non-post resources for travel to respond to natural disasters and complex emergencies.

## B. Programme of work

Table 26.7 Resource requirements by subprogramme

| Subprogramme                                                  | Resources (thousands of United States dollars) |                                 | Posts      |            |
|---------------------------------------------------------------|------------------------------------------------|---------------------------------|------------|------------|
|                                                               | 2006-2007                                      | 2008-2009<br>(before recosting) | 2006-2007  | 2008-2009  |
|                                                               |                                                |                                 |            |            |
| <b>Regular budget</b>                                         |                                                |                                 |            |            |
| 1. Policy and analysis                                        | 1 579.3                                        | 1 579.3                         | 4          | 4          |
| 2. Coordination of humanitarian action and emergency response | 6 614.7                                        | 7 671.7                         | 24         | 27         |
| 3. Natural disaster reduction                                 | 2 310.0                                        | 2 310.0                         | —          | —          |
| 4. Emergency support services                                 | 4 616.3                                        | 4 616.3                         | 10         | 10         |
| 5. Humanitarian emergency information and advocacy            | 2 671.2                                        | 2 824.0                         | 10         | 10         |
| <b>Subtotal</b>                                               | <b>17 791.5</b>                                | <b>19 001.3</b>                 | <b>48</b>  | <b>51</b>  |
| Extrabudgetary                                                | 307 125.5                                      | 322 581.8                       | 890        | 931        |
| <b>Total</b>                                                  | <b>324 917.0</b>                               | <b>341 583.1</b>                | <b>938</b> | <b>982</b> |

### Regular budget resource requirements by subprogramme



### Subprogramme 1 Policy and analysis

*Resource requirements (before recosting): \$1,579,300*

- 26.22 Substantive responsibility for this subprogramme is vested in the Policy Development and Studies Branch in New York.
- 26.23 The Branch will continue to develop a humanitarian policy agenda, which will identify emerging humanitarian trends and changes in the humanitarian environment in order to build harmonized policy positions among humanitarian agencies on the basis of international humanitarian law, the guiding principles contained in the annex to General Assembly resolution 46/182 and human rights.
- 26.24 The Branch will also lead the development of inter-agency policies, guidance and analytical tools and develop aides-memoires and diagnostic tools for political actors, such as Member States and peacekeepers, to use during crisis management to help ensure that key humanitarian concerns are considered. It will contribute to the development of training programmes and standard operating procedures to ensure that staff and other actors in emergencies are aware of key humanitarian policies, methodologies and processes and are able to apply them flexibly and appropriately in varied contexts. The Branch will help identify best practices and innovative concepts that should be disseminated widely to inform and guide policy, operational decisions and crisis management.
- 26.25 The Branch will support and promote the efforts of Governments of affected countries, upon their request, and those of other agencies, with the approval of the Government concerned, to assist and protect internally displaced persons. Support will be given to the establishment of effective planning capacity for the management of the transition from relief to reconstruction and development. The secretariat of the Inter-Agency Standing Committee will provide support to the Committee in its efforts to ensure a well-coordinated international response to humanitarian crises.

Table 26.8 Objectives for the biennium, expected accomplishments and indicators of achievement

**Objective of the Organization:** To ensure strategic and operational coherence of humanitarian response through the development of a structured policy and guidance framework.

| Expected accomplishments of the Secretariat | Indicators of achievement |
|---------------------------------------------|---------------------------|
|---------------------------------------------|---------------------------|

|                                                                                                     |                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) Improved coordination within the United Nations system in response to disasters and emergencies | <p>(a) The number of agreements adopted by the Inter-Agency Standing Committee on appropriate standards to improve coordination mechanisms and structures at Headquarters and in the field</p> <p><i>Performance measures</i></p> <p>2004-2005: 4 agreements</p> <p>Estimate 2006-2007: 4 agreements</p> <p>Target 2008-2009: 6 agreements</p> |
|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

(b) Improved planning, monitoring and accountability during disasters and emergency situations, including the transitional phase from relief to development

(b) The number of inter-agency evaluation recommendations implemented by humanitarian agencies

*Performance measures*

Percentage of recommendations implemented

2004-2005: 68 per cent

Estimate 2006-2007: 70 per cent

Target 2008-2009: 75 per cent

(c) Improved capacity and policy responses by United Nations humanitarian coordinators for the protection of civilians upon the request of national Governments

(c) (i) The number of resident coordinators/humanitarian coordinators trained in the application of guidelines on the protection of civilians

*Performance measures*

2004-2005: 10

Estimate 2006-2007: 30

Target 2008-2009: 60

(ii) Increased number of United Nations humanitarian and resident coordinators trained in protection-of-civilians issues

*Performance measures*

2004-2005: 10

Estimate 2006-2007: 30

Target 2008-2009: 60

### External factors

- 26.26 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that consensus can be achieved among humanitarian, developmental and political actors while they adhere to their respective mandates.

### Outputs

- 26.27 During the biennium 2008-2009, the following final outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
  - (i) General Assembly:
    - a. Substantive servicing of meetings: informal briefings of the Second and Third Committees (2); Plenary meetings (2);
    - b. Parliamentary documentation: annual reports on the strengthening of the coordination of humanitarian assistance of the United Nations (2);

- (ii) Security Council:
  - a. Substantive servicing of meetings: briefings to sanctions committees on designing more targeted sanctions regimes and more efficient exemption processes (1); informal briefings to Member States (2); meetings of the Council (4);
  - b. Parliamentary documentation: background papers and briefing notes on humanitarian policy issues; input for reports of the Secretary-General to the Security Council;
- (iii) Economic and Social Council:
  - a. Substantive servicing of meetings: meetings of the Economic and Social Council (4);
  - b. Parliamentary documentation: annual reports on the strengthening of the coordination of humanitarian assistance of the United Nations (2);
- (b) Other substantive activities (regular budget/extrabudgetary):
  - (i) Technical material: guidelines on best practices concerning international humanitarian law and human rights instruments for use by relief personnel; papers on gender mainstreaming in the humanitarian response to complex emergencies; strategy papers, policy tools and guidance notes for humanitarian agencies on the interface among the political, assistance and human rights dimensions of the United Nations response to crises;
  - (ii) Humanitarian missions: assessment of the strategic coordination of the United Nations and its integration of political, peacekeeping and assistance efforts; assessment of the protection of humanitarian principles in specific multidimensional crises; assistance to sanctions committees in designing more targeted sanctions regimes and more efficient exemption processes; inter-agency assessments and assistance to support and promote the efforts of Governments to protect internally displaced persons; lessons-learned studies of the United Nations response to recent natural disasters and to the linkages between relief and development following natural disasters; multi-country study of capacities for strategic monitoring and evaluation of humanitarian programming through the consolidated appeals process and other planning instruments and processes;
- (c) Technical cooperation (extrabudgetary): training courses, seminars and workshops, involving the production and regular updating of an inter-agency training package on enhancing the provision of humanitarian assistance to all populations in need.

Table 26.9 Resource requirements: subprogramme 1

| Category              | Resources (thousands of United States dollars) |                                 | Posts     |           |
|-----------------------|------------------------------------------------|---------------------------------|-----------|-----------|
|                       | 2006-2007                                      | 2008-2009<br>(before recosting) | 2006-2007 | 2008-2009 |
| <b>Regular budget</b> |                                                |                                 |           |           |
| Post                  | 1 393.4                                        | 1 393.4                         | 4         | 4         |
| Non-post              | 185.9                                          | 185.9                           | —         | —         |
| <b>Subtotal</b>       | <b>1 579.3</b>                                 | <b>1 579.3</b>                  | <b>4</b>  | <b>4</b>  |
| <b>Extrabudgetary</b> | <b>6 794.9</b>                                 | <b>8 129.4</b>                  | <b>14</b> | <b>14</b> |
| <b>Total</b>          | <b>8 374.2</b>                                 | <b>9 708.7</b>                  | <b>18</b> | <b>18</b> |

- 26.28 The amount of \$1,579,300 provides for the continuation of the four posts within the subprogramme and non-post resources related to consultants and travel.

### **Subprogramme 2**

#### **Coordination of humanitarian action and emergency response**

##### ***Resource requirements (before recosting): \$7,671,700***

- 26.29 Substantive responsibility for this subprogramme is vested with the Coordination and Response Division in New York and Geneva.
- 26.30 The Division will focus on strengthening the coordination of humanitarian emergency and disaster relief assistance, assisting the articulation of United Nations policies in response to disasters and emergencies and providing support to resident and humanitarian coordinators and field coordination units.
- 26.31 While the consolidation of the Coordination and Response Division during 2004-2005 has enhanced the ability of the Office for the Coordination of Humanitarian Affairs to improve the response to the growing number of challenges it faces in coordinating humanitarian assistance in complex emergencies and natural disasters, the need for strengthened coordination is particularly acute in areas that face combined threats, such as those posed by conflict, drought, environmental disasters and/or HIV/AIDS. Responsibility for all operational emergency responses to complex emergencies and natural disasters lies primarily with the New York office. The Division will continue to provide strengthened surge capacity and disaster preparedness support to the field and strengthen the role of the Office in providing support for internally displaced persons from the Geneva office.
- 26.32 The Coordination and Response Division will prepare day-to-day analysis on complex emergencies and natural disasters through its link to resident and humanitarian coordinators and field coordination units of the Office for the Coordination of Humanitarian Affairs worldwide. The Division will also provide support to resident and humanitarian coordinators in the field to ensure effective field-based coordination. In addition, it will provide inputs to and monitor all Security Council deliberations on issues with humanitarian implications; represent the Office in relevant United Nations interdepartmental or inter-agency forums dealing with crisis management; provide analysis and recommendations for consideration by the Executive Committee on Humanitarian Affairs, as well as other United Nations executive committees; enhance preparedness in countries at risk of crisis through support for contingency planning; and lead or participate in inter-agency and interdepartmental assessment missions and offer the United Nations system information and advice on a timely basis with respect to humanitarian assistance activities, in strict conformity with the guiding principles contained in the annex to General Assembly resolution 46/182 and human rights.
- 26.33 The Division will also provide support to resident and humanitarian coordinators in the field to ensure effective field-based coordination; strengthen cooperation between assisting and recipient countries for the timely mobilization and coordination of international assistance to countries affected by emergencies; activate international disaster response mechanisms to facilitate international relief assistance; provide support to Member States and international response networks to ensure improved coordination in crisis management; facilitate, where appropriate, field-based strategic planning for the common humanitarian action plans of the United Nations; draw up appeals to solicit support from the donor community for humanitarian action by the United Nations system and partners; reinforce services to field offices through greater participation in the inter-agency structure and management of the regional disaster response advisers; strengthen

partnerships through the efficient and systematic monitoring of the implementation of policies and programmes; contribute to the analysis of issues related to access security; and analyse emergencies and lessons learned as a basis for further improving the process of designing relevant emergency response programmes, policy and guidance.

- 26.34 The Division will be actively involved in the implementation of the humanitarian reform initiated in 2005 to (a) create more predictable humanitarian financing to ensure a prompt response to new or rapidly deteriorating crises, particularly through the new Central Emergency Response Fund, (b) strengthen response capacity by establishing a system of cluster leads in those areas of activity where there are clearly identified gaps and (c) strengthen the humanitarian coordinator system to better support field coordination.

Table 26.10 Objectives for the biennium, expected accomplishments and indicators of achievement

**Objective of the Organization:** To ensure a coherent and timely humanitarian response to alleviate human suffering in natural disaster and complex emergencies.

| Expected accomplishments of the Secretariat                                                                                                    | Indicators of achievement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) Provision of timely and coordinated support to all United Nations operational agencies engaged in the response to humanitarian emergencies | <p>(a) The establishment of effective resource coordination mechanisms in the field as well as at Headquarters</p> <p><i>Performance measures</i></p> <p>Days taken to establish effective resource coordination mechanisms following the onset of an emergency</p> <p>2004-2005: 5 days</p> <p>Estimate 2006-2007: 5 days</p> <p>Target 2008-2009: 5 days</p> <p>(b) (i) Increased ratio of contributions received from donors to requirements identified in the consolidated appeals process</p> <p><i>Performance measures</i></p> <p>2004-2005: 58 per cent</p> <p>Estimate 2006-2007: 65 per cent</p> <p>Target 2008-2009: 75 per cent</p> |
| (b) Increased availability of extrabudgetary resources for humanitarian activities                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

- (ii) Increased ratio of contributions received unearmarked from donors, improving the flexibility of funding

*Performance measures*

Unearmarked contributions

2004-2005: 35 per cent

Estimate 2006-2007: 50 per cent

Target 2008-2009: 60 per cent

- (c) Progress in addressing the special needs of women and children in strategies for emergency response

- (c) Increased percentage of instances where the needs of women and children are effectively addressed through common humanitarian action plans

*Performance measures*

2004-2005: 60 per cent

Estimate 2006-2007: 80 per cent

Target 2008-2009: 100 per cent

- (d) Humanitarian actions by the United Nations system are properly coordinated and integrated with political, security and peacekeeping initiatives

- (d) (i) The number of political, security and peacekeeping initiatives that take into account humanitarian perspectives, in particular the Secretary-General's note of guidance on integrated missions, dated 9 February 2006

*Performance measures*

2004-2005: 5 initiatives

Estimate 2006-2007: 10 initiatives

Target 2008-2009: 15 initiatives

- (ii) The number of up-to-date United Nations country team contingency plans

*Performance measures*

Updated contingency plans

2004-2005: 25

Estimate 2006-2007: 31

Target 2008-2009: 40

(e) Timely and coordinated use of the Central Emergency Response Fund (CERF) in countries with new and protracted emergencies

(e) (i) The average amount of CERF funding received and available for disbursement for humanitarian crises

*Performance measures*

2004-2005: Not applicable

Estimate 2006-2007: \$400 million

Target 2008-2009: \$500 million

(ii) The prompt availability of the Central Emergency Response Fund funds in the field office for an emergency crisis

*Performance measures*

2004-2005: Not applicable

Estimate 2006-2007: 72 hours

Target 2008-2009: 72 hours

(iii) Agreed priority needs and programmes funded through CERF in a timely manner

*Performance measures*

Number of countries where CERF funded priority projects

2004-2005: Not applicable

Estimate 2006-2007: 40

Target 2008-2009: 45

(f) Timely mobilization and coordination of international assistance to countries affected by natural disasters

(f) International assistance and efficient coordination of international relief efforts are provided to the affected country within 48 hours following the request for international assistance by the affected country

*Performance measures*

2004-2005: 48 hours

Estimate 2006-2007: 48 hours

Target 2008-2009: 48 hours

---

### External factors

- 26.35 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) donors are willing to respond to humanitarian emergencies and disasters, (b) humanitarian workers have unhindered access to the disaster area and (c) the cooperation of authorities and humanitarian partners is available.

### Outputs

- 26.36 During the biennium 2008-2009, the following final outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
  - (i) General Assembly:
    - a. Substantive servicing of meetings: plenary and Third Committee meetings (2);
    - b. Parliamentary documentation: reports on specific complex emergency situations and issues in response to mandates (10);
  - (ii) Security Council:
    - a. Substantive servicing of meetings: meetings of the Council (2);
    - b. Parliamentary documentation: background papers, statements and briefing notes (100); humanitarian input to reports of the Secretary-General to the Council (80);
- (b) Other substantive activities (regular budget/extrabudgetary):
  - (i) Recurrent publications: consolidated inter-agency appeals to the donor community on specific countries and regions affected by humanitarian emergencies (40);
  - (ii) Booklets, fact sheets, wallcharts, information kits: public information material related to the consolidated appeals process;
  - (iii) Special events: donor meetings and informal briefings and consultations with Member States on specific emergency situations and the financing of humanitarian requirements (30); regular consultations with Governments of affected countries, donors, international organizations of the United Nations system and other institutions on international assistance to countries affected by humanitarian emergencies (30);
  - (iv) Technical material: guidance notes for humanitarian coordinators on key issues identified and raised in their regular reports to the Emergency Relief Coordinator (24); notes on the mainstreaming of gender in specific country situations to support the policy and advocacy work of the Office for the Coordination of Humanitarian Affairs (10); periodic and special reports on the funding status of consolidated appeals (24); reports and briefing notes on specific complex emergency situations and funding issues for the Humanitarian Liaison Working Group and other donor forums (20); reports and briefing notes on specific complex emergency situations for the Executive Committee on Humanitarian Affairs, the Executive Committee on Peace and Security, the Senior Management Group and the Executive Office of the Secretary-General (100); situation reports and appeals for international assistance in natural disasters and environmental emergencies; roster of potential resident/humanitarian coordinators maintained and regularly updated;
  - (v) Humanitarian missions: humanitarian assessment and strategy-building missions to review humanitarian needs and design appropriate response strategies (50); inter-agency

- assessment and strategy-building missions to review field coordination arrangements (50);
- (vi) Substantive servicing of inter-agency meetings: participation in meetings of the sub-working group of the Inter-Agency Standing Committee on the consolidated appeals process (4); regular meetings with and briefings to the Executive Committee on Humanitarian Affairs on humanitarian issues, response programmes and contingency planning efforts (60); regular meetings with and briefings to the Inter-Agency Standing Committee and non-governmental organizations on humanitarian issues, response programmes and contingency planning efforts (60);
  - (vii) Documentation for inter-agency meetings: notes on specific country situations and issues in support of the Inter-Agency Standing Committee (15); notes on specific country situations in support of the inter-agency Framework Team for coordination and interdepartmental task forces on specific countries or regions (15);
- (c) Technical cooperation (extrabudgetary): training courses, seminars and workshops, involving training and technical materials covering issues related to the consolidated appeals process;
  - (d) Administration and oversight (extrabudgetary): processing grants for new and protracted emergencies from the Central Emergency Response Fund.

Table 26.11 Resource requirements: subprogramme 2

| Category        | Resources (thousands of United States dollars) |                                 | Posts      |            |
|-----------------|------------------------------------------------|---------------------------------|------------|------------|
|                 | 2006-2007                                      | 2008-2009<br>(before recosting) | 2006-2007  | 2008-2009  |
| Regular budget  |                                                |                                 |            |            |
| Post            | 6 234.1                                        | 7 303.1                         | 24         | 27         |
| Non-post        | 380.6                                          | 368.6                           | —          | —          |
| <b>Subtotal</b> | <b>6 614.7</b>                                 | <b>7 671.7</b>                  | <b>24</b>  | <b>27</b>  |
| Extrabudgetary  | 239 941.0                                      | 209 470.8                       | 770        | 744        |
| <b>Total</b>    | <b>246 555.7</b>                               | <b>217 142.5</b>                | <b>794</b> | <b>771</b> |

- 26.37 The amount of \$7,303,100, reflecting an increase of \$1,069,000, provides for the continuation of 24 posts and the establishment of 3 new posts (1 P-5, 1 P-4 and 1 P-3) to coordinate humanitarian response to both complex emergencies and natural disasters. In recent years, natural disasters have become more frequent, more damaging and more costly, in both human and economic terms, particularly in developing countries, causing serious setbacks to development. As a consequence, the demand for the Office's coordination services has significantly increased, resulting in the more than doubling of field offices since 1997, from 20 to 43 offices worldwide. The new posts would strengthen support for humanitarian coordination activities in the field, as well as the Office's response capacity, where its core functions come into play, and allow it to cope with the increased demand for effective disaster response. The growth in post resources relates to the delayed impact of four posts (2 P-4 and 2 P-3) established in the biennium 2006-2007 and the proposed establishment of the three Professional posts.
- 26.38 The amount of \$368,600 for non-post resources, reflecting a decrease of \$12,000 under travel based on the expenditure pattern, provides for consultants and travel.

### **Subprogramme 3**

#### **Natural disaster reduction**

***Resource requirements (before recosting): \$2,310,000***

- 26.39 Substantive responsibility for the subprogramme is vested in the International Strategy for Disaster Reduction and its secretariat.
- 26.40 By its resolution 54/219, the General Assembly established the secretariat of the International Strategy for Disaster Reduction and the Inter-Agency Task Force for Disaster Reduction as successor arrangements for the International Decade for Natural Disaster Reduction. The secretariat for the Strategy and its activities are financed exclusively from extrabudgetary resources.
- 26.41 Activities under this subprogramme, namely, the coordination of operational activities for natural disaster mitigation, prevention and preparedness, including the Disaster Management Training Programme, were transferred in 1998, together with related resources in the form of a grant, in the context of the Secretary-General's programme of reform, as approved by the General Assembly in its resolution 52/12 B. That action left the Office for the Coordination of Humanitarian Affairs with responsibility for activities relating to the International Decade for Natural Disaster Reduction.
- 26.42 The International Strategy for Disaster Reduction is a multidisciplinary, multi-stakeholder platform to enable societies to increase their resilience to natural, technological and environmental disasters and to reduce associated human, economic, social and environmental losses. It was launched by the General Assembly, at the end of the International Decade for Natural Disaster Reduction, by its resolution 54/219. A wide range of United Nations organizations and international partners participate in the Strategy, in cooperation with Governments and civil society. The secretariat of the International Strategy for Disaster Reduction serves as the focal point in the United Nations system for the coordination of disaster reduction and to ensure synergies among the disaster-reduction activities of the United Nations system and regional organizations.
- 26.43 The Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters, adopted at the World Conference on Disaster Reduction, set out strategic goals, priorities for action and implementation and follow-up activities. The adoption of the Hyogo Framework has generated substantial new commitment and action among all partners, particularly Member States. The focus of the subprogramme has been realigned to respond to the outcome of the Hyogo Framework and to provide effective support for the Strategy.
- 26.44 The subprogramme will follow a twofold strategy to achieve its objective in line with the focus of activities of the two participating organizations, namely, the International Strategy for Disaster Reduction secretariat and UNDP. The secretariat of the Strategy will continue to act as a facilitating body and an "honest broker" with respect to policy coordination, advocacy, provision of information, regional outreach and resource mobilization. The subprogramme will facilitate coherence and team efforts for the implementation of the Hyogo Framework at all levels, with a special emphasis on the United Nations system, and continue to raise the visibility and level of commitment to disaster risk reduction and to strengthen its regional presence to work closely with regional partners.

Table 26.12 Objectives for the biennium, expected accomplishments and indicators of achievement

**Objective of the Organization:** To provide leadership and build partnerships in reducing vulnerability to natural hazards and ensure effective international support to reduce the impact of disasters.

| Expected accomplishments of the Secretariat                                                                                                                   | Indicators of achievement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) Increased national capacities for reducing disaster risk                                                                                                  | (a) (i) Increased number of development frameworks and policies adopted at the national level that include elements of disaster risk assessment<br><br><i>Performance measures</i><br>2004-2005: 0 frameworks and policies<br>Estimate 2006-2007: 3 frameworks and policies<br>Target 2008-2009: 5 frameworks and policies<br><br>(ii) Increased number of countries adopting national programmes to implement disaster risk reduction strategies<br><br><i>Performance measures</i><br>2004-2005: 20 countries<br>Estimate 2006-2007: 30 countries<br>Target 2008-2009: 40 countries |
| (b) Increased awareness and commitment to implement the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters | (b) (i) Increased number of countries, regional and international organizations and other stakeholders reporting on progress in the implementation of the Hyogo Framework for Action<br><br><i>Performance measures</i><br>2004-2005: 0<br>Estimate 2006-2007: 20<br>Target 2008-2009: 60                                                                                                                                                                                                                                                                                             |

(c) Increased national capacities for post-disaster recovery planning at all levels

(ii) Number of national coordination mechanisms and platforms established

*Performance measures*

2004-2005: 30

Estimate 2006-2007: 50

Target 2008-2009: 60

(iii) Number of countries with effective and functioning national coordination mechanisms in place

*Performance measures*

2004-2005: 30 countries

Estimate 2006-2007: 50 countries

Target 2008-2009: 60 countries

(c) (i) Increased number of knowledge products (tools, methodologies, case studies, training curricula) produced by national Governments and other relevant stakeholders

*Performance measures*

2004-2005: 2

Estimate 2006-2007: 10

Target 2008-2009: 20

(ii) Increased number of countries incorporating disaster-reduction measures into post-disaster recovery operations

*Performance measures*

2004-2005: 15 countries

Estimate 2006-2007: 20 countries

Target 2008-2009: 25 countries

(d) Increased level of donor support for disaster reduction and recovery programmes and projects

(d) Global number of disaster risk reduction activities financed by all relevant stakeholders

*Performance measures*

*Programmes/projects*

2004-2005: 11

Estimate 2006-2007: 16

Target 2008-2009: 25

**External factors**

- 26.45 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) effective cooperation and coordination can be achieved among the partners in the disaster reduction community (Governments, United Nations agencies, regional institutions and non-governmental organizations), (b) strategies for disaster reduction are adopted and (c) adequate voluntary funding is provided to the Trust Fund for the International Strategy for Disaster Reduction.

**Outputs**

- 26.46 During the biennium 2008-2009, the following final outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (extrabudgetary):
  - (i) General Assembly:
    - a. Substantive servicing of meetings: plenary meetings (2); meetings of the Second Committee (1);
    - b. Parliamentary documentation: reports on international cooperation on El Niño and on the advancement of the International Strategy for Disaster Reduction (4);
  - (ii) Economic and Social Council:
    - a. Substantive servicing of meetings (2);
    - b. Parliamentary documentation: contribution to reports on disaster situations and coordination of humanitarian assistance (2); reports on advancement of the International Strategy for Disaster Reduction (2);
- (b) Other substantive activities (extrabudgetary):
  - (i) Recurrent publications: biennial report on global risk assessment, including state of vulnerability, risk trends and progress on disaster risk reduction (1); bimonthly information highlights from the International Strategy for Disaster Reduction (12); periodic newsletters for three regions (Africa, Asia, Latin America and the Caribbean) (6);
  - (ii) Booklets, fact sheets, wallcharts, information kits: documentation of good practices and lessons learned on disaster risk reduction; publication of information kits for media; set of public information material;

- (iii) Special events: annual commemoration of the International Day for Natural Disaster Reduction on the second Wednesday of October, supported by the global biennial advocacy campaign on health and safer hospitals (theme for 2008-2009); global Platform for Disaster Risk Reduction (replacing the Inter-Agency Task Force) (1); grant of special awards in recognition of outstanding contributions to disaster reduction (United Nations-Sasakawa Award for Disaster Prevention); thematic conferences or workshops on disasters and development; indicators for disaster risk reduction and vulnerability, climate change and disaster reduction; early warning; and urban disaster risk management and assessment;
  - (iv) Technical material: fact sheets on activities of the International Strategy for Disaster Reduction system and thematic issues such as early warning and recovery; guidelines for national contingency planning and disaster preparedness; guidelines for implementation of the Hyogo Framework for Action and monitoring indicators; inter-agency training and guidelines for disaster risk assessment and planning for their use in the common country assessment and United Nations Development Assistance Framework process; PreventionWeb: a disaster risk reduction information-management system based on knowledge networks; databases of disaster reduction expertise and initiatives; website portals on disaster reduction; electronic networking tools; progress reports from expert and working group meetings on risk, gender, vulnerability, early warning and impact indicators and assessment; publication on evaluations, lessons learned and best practice examples in disaster reduction and post-disaster recovery; training material for the Capacity for Disaster Reduction Initiative (formerly the Disaster Management Training Programme); urban risk assessment and multi-hazard tools and methodology;
  - (v) Seminars for outside users: participation in the ProVention Consortium and contribution to its thematic task groups on disaster prevention and risk management;
  - (vi) Audio-visual resources: educational material and booklets: video game on disaster risk reduction, video library;
  - (vii) Substantive servicing of inter-agency meetings: facilitation and coordination by UNDP of pledging conferences on behalf of national Governments for post-disaster rehabilitation and reconstruction after major disasters;
  - (viii) Contribution to joint outputs: International Strategy for Disaster Reduction global biennial work programme for effective disaster risk reduction at all levels, based on the Hyogo Framework for Action;
- (c) Technical cooperation (extrabudgetary):
- (i) Advisory services: application of national contingency planning and disaster preparedness; coordination of United Nations system post-disaster recovery planning; regional cooperation and inter-agency collaboration for regional and subregional capacity-building strategies and action plans; technical support for the formulation of regional, subregional and national strategies and action plans for disaster reduction;
  - (ii) Training courses, seminars and workshops: regional consultations and national workshops for the United Nations disaster management teams under the Capacity for Disaster Reduction Initiative; UNDP country-office training on inclusion of disaster reduction in common country assessments and the United Nations Development Assistance Framework process; training for recovery planning;
  - (iii) Field projects: assessment of national disaster reduction capacity-building needs; evaluation of national programmes; evaluation of regional programmes; programme support for recovery after major disasters; provision of preparatory assistance to develop national programmes in priority high-risk countries.

Table 26.13 Resource requirements: subprogramme 3

| Category        | Resources (thousands of United States dollars) |                                 | Posts     |           |
|-----------------|------------------------------------------------|---------------------------------|-----------|-----------|
|                 | 2006-2007                                      | 2008-2009<br>(before recosting) | 2006-2007 | 2008-2009 |
| Regular budget  |                                                |                                 |           |           |
| Non-post        | 2 310.0                                        | 2 310.0                         | —         | —         |
| <b>Subtotal</b> | <b>2 310.0</b>                                 | <b>2 310.0</b>                  | <b>—</b>  | <b>—</b>  |
| Extrabudgetary  | 17 275.3                                       | 53 712.5                        | 20        | 61        |
| <b>Total</b>    | <b>19 585.3</b>                                | <b>56 022.5</b>                 | <b>20</b> | <b>61</b> |

26.47 The amount of \$2,310,000 provides for the continuation of the grant to UNDP.

#### Subprogramme 4 Emergency support services

##### *Resource requirements (before recosting): \$4,616,300*

- 26.48 This subprogramme will be implemented by the Emergency Services Branch in Geneva.
- 26.49 Support will be provided to disaster-affected countries through the strengthening of mechanisms for emergency response; the promotion of the membership of developing and disaster-prone countries in emergency response networks; the development and strengthening of the response capacities of the Office for the Coordination of Humanitarian Affairs; and the improvement of mechanisms, instruments and procedures for the mobilization and coordination of international assistance in case of natural disasters and complex emergencies. In addition, support will be provided through the increased involvement of potential recipient and donor countries, using a regional approach, as well as United Nations agencies, in relevant activities, including training and exercise programmes and capacity-building for response preparedness.
- 26.50 Emphasis will be placed on ensuring the timely dissemination of information on the situation in countries affected by emergencies and disasters and on increasing the extent to which acute environmental impacts of disasters are identified and addressed during the response phase, as well as strengthening coordination in the field of humanitarian logistics through expanded cooperation with relevant partners.

Table 26.14 Objectives for the biennium, expected accomplishments and indicators of achievement

**Objective of the Organization:** To expedite international humanitarian assistance to victims of emergencies and natural disasters, including environmental disasters and technological accidents.

| Expected accomplishments of the Secretariat | Indicators of achievement |
|---------------------------------------------|---------------------------|
|---------------------------------------------|---------------------------|

|                                                                                                                                                                                                               |                                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) Prompt mobilization of international emergency response mechanisms and tools to facilitate international humanitarian assistance to victims of disasters and emergencies, including the identification of | (a) International assistance and resources are provided to the affected country within 48 hours following the request for international assistance by the affected country |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                               |                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| resource requirements and timely dissemination of information                                                                                                                 | <i>Performance measures</i><br>2004-2005: 48 hours<br>Estimate 2006-2007: 48 hours<br>Target 2008-2009: 48 hours                                                                                                                           |
| (b) Enhanced capacity and preparedness of national and international emergency/disaster management networks and partnerships in order to respond to disasters and emergencies | (b) Increased number of national and international partnerships and networks that can respond effectively to disasters and emergencies<br><i>Performance measures</i><br>2004-2005: 5<br>Estimate 2006-2007: 10<br>Target 2008-2009: 12    |
| (c) Heightened awareness of gender mainstreaming in disaster-assessment reports and appeal documents                                                                          | (c) Percentage of situation reports issued during disasters that reflect the impact on the gender perspective<br><i>Performance measures</i><br>2004-2005: 70 per cent<br>Estimate 2006-2007: 80 per cent<br>Target 2008-2009: 90 per cent |

#### External factors

- 26.51 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) the Government of the affected country requests and/or accepts international assistance, (b) donors are willing to respond to disasters, (c) humanitarian workers have unhindered access to the disaster area, and (d) cooperation of authorities and humanitarian partners is available.

#### Outputs

- 26.52 During the biennium 2008-2009, the following final outputs will be delivered:
- (a) Servicing of intergovernmental and expert bodies (regular budget):
    - (i) General Assembly: substantive servicing of meetings of the plenary and the Third Committee (2);
    - (ii) Economic and Social Council: substantive servicing of meetings (2);
  - (b) Other substantive activities (extrabudgetary):
    - (i) Booklets, fact sheets, wallcharts, information kits: annual brochure summarizing disaster relief activities; annual report on relief goods in stock at the United Nations Logistics Base at Brindisi, Italy;
    - (ii) Technical material: biannual technical material on relief goods in stock; maintaining and upgrading database on military, civil defence, environmental and other resources; maintaining and upgrading the International Search and Rescue Advisory Group and

- Search and Rescue Directory on the Web; manuals and guidelines on the use of military and civil defence assets; updating manuals, guidelines and training modules on field coordination of humanitarian relief assistance and disaster management to increase awareness of gender issues;
- (iii) Humanitarian missions: post-disaster lessons-learned missions; relief and response preparedness missions to disaster and emergency sites;
  - (iv) Promotion of legal instruments: promotion of activities related to the Convention on the Provision of Telecommunication Resources for Disaster Mitigation and Relief Operations;
- (c) Technical cooperation (extrabudgetary): training courses, seminars and workshops: organization of regional and steering committee meetings of the International Search and Rescue Advisory Group and international search and rescue team-leader meetings; organization of and/or participation in seminars in Africa, Asia, Europe and the Americas on disaster management; training courses for military and civil defence personnel on disaster response and management; international workshops on emergency assessment, field coordination and response preparedness; planning and participation in civil/military cooperation exercises and urban and search and rescue exercises;
- (d) Administrative support services (regular budget/extrabudgetary):
- (i) Overall administration and management: support for approximately six regional offices and two disaster-response advisers in the field;
  - (ii) Central support services: maintenance and replenishment of stocks of disaster relief supplies (non-food, non-medical) at the Brindisi warehouse; and emergency grants to disaster-affected countries.

Table 26.15 **Resource requirements: subprogramme 4**

| Category        | Resources (thousands of United States dollars) |                                 | Posts     |           |
|-----------------|------------------------------------------------|---------------------------------|-----------|-----------|
|                 | 2006-2007                                      | 2008-2009<br>(before recosting) | 2006-2007 | 2008-2009 |
| Regular budget  |                                                |                                 |           |           |
| Post            | 2 901.3                                        | 2 901.3                         | 10        | 10        |
| Non-post        | 1 715.0                                        | 1 715.0                         | —         | —         |
| <b>Subtotal</b> | <b>4 616.3</b>                                 | <b>4 616.3</b>                  | <b>10</b> | <b>10</b> |
| Extrabudgetary  | 12 763.1                                       | 13 878.8                        | 19        | 22        |
| <b>Total</b>    | <b>17 379.4</b>                                | <b>18 495.1</b>                 | <b>29</b> | <b>32</b> |

- 26.53 The amount of \$2,901,300 provides for the continuation of 10 posts. The non-post resources of \$1,715,000 provide for consultants, travel and emergency grants to cover the most pressing needs of affected populations that cannot be satisfied from national resources while awaiting the response of the international donor community.

**Subprogramme 5****Humanitarian emergency information and advocacy***Resource requirements (before recosting): \$2,824,000*

- 26.54 This subprogramme will be implemented by the Advocacy and Information Management Branch in New York and satellite offices in Geneva and in the field.
- 26.55 The Branch will continue to harmonize and integrate information management functions within the Office for the Coordination of Humanitarian Affairs, increase the capacity for information analysis, especially in the field, further improve information exchange among its humanitarian partners and implement a strategic advocacy plan. It will enhance partnerships with United Nations departments and agencies, non-governmental organizations, Member States, regional organizations and other stakeholders in order to increase the commitment to and support for humanitarian action globally and further strengthen public-information and media-relations capacities at Headquarters and in the field. It will also undertake outreach and targeted campaigns, in concert with its partners, to focus attention on specific humanitarian crises and issues.
- 26.56 The Branch will provide timely and reliable information on unfolding emergencies and natural disasters in order to inform decision-making and support humanitarian action on the ground. It will further strengthen the systems for collection, analysis, dissemination and sharing of humanitarian information through expanded networks and coverage.
- 26.57 The Branch will also provide early warning information with regard to prevention and preparedness measures and will continue to provide secretariat and technical support to the United Nations inter-agency framework for coordination teams.

Table 26.16 **Objectives for the biennium, expected accomplishments and indicators of achievement**

**Objective of the Organization:** To ensure effective advocacy of humanitarian principles on behalf of populations affected by disasters and emergencies and strengthen systems for the provision of timely and reliable information in support of humanitarian decision-making and response.

| Expected accomplishments of the Secretariat                                   | Indicators of achievement                                                                                                                                                |
|-------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) Enhanced awareness of and regard for humanitarian principles and concerns | (a) Increased media coverage that refers to humanitarian principles and actions                                                                                          |
|                                                                               | <i>Performance measures</i>                                                                                                                                              |
|                                                                               | (i) Number of interviews requested by media outlets with the officials of the Office for the Coordination of Humanitarian Affairs on humanitarian principles and actions |
|                                                                               | 2004-2005: 150                                                                                                                                                           |
|                                                                               | Estimate 2006-2007: 200                                                                                                                                                  |
|                                                                               | Target 2008-2009: 250                                                                                                                                                    |
|                                                                               | (ii) Number of queries received by the Office for the Coordination of Humanitarian Affairs from media outlets concerning humanitarian principles and actions             |

|                                                                                                             |                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                             | 2004-2005: Not applicable                                                                                                                                                                       |
|                                                                                                             | Estimate 2006-2007: 300                                                                                                                                                                         |
|                                                                                                             | Target 2008-2009: 600                                                                                                                                                                           |
| (b) Increased utilization of timely, accurate and relevant information on humanitarian emergency situations | (b) (i) Increased number of users (subscribers) of information made available through the Integrated Regional Information Network                                                               |
|                                                                                                             | <i>Performance measures</i>                                                                                                                                                                     |
|                                                                                                             | Subscribers per year                                                                                                                                                                            |
|                                                                                                             | 2004-2005: 30,000                                                                                                                                                                               |
|                                                                                                             | Estimate 2006-2007: 50,000                                                                                                                                                                      |
|                                                                                                             | Target 2008-2009: 70,000                                                                                                                                                                        |
|                                                                                                             | (ii) Increased number of page views of information made available through ReliefWeb                                                                                                             |
|                                                                                                             | <i>Performance measures</i>                                                                                                                                                                     |
|                                                                                                             | Millions of page views per year                                                                                                                                                                 |
|                                                                                                             | 2004-2005: 30                                                                                                                                                                                   |
|                                                                                                             | Estimate 2006-2007: 35                                                                                                                                                                          |
|                                                                                                             | Target 2008-2009: 40                                                                                                                                                                            |
|                                                                                                             | (iii) Increased use of inter-agency early warning/early action mechanisms, resulting in an increase in the number of United Nations country team contingency plans for humanitarian emergencies |
|                                                                                                             | <i>Performance measures</i>                                                                                                                                                                     |
|                                                                                                             | Percentage of country teams using the inter-agency early warning/early action mechanism                                                                                                         |
|                                                                                                             | 2004-2005: 50 per cent                                                                                                                                                                          |
|                                                                                                             | Estimate 2006-2007: 70 per cent                                                                                                                                                                 |
|                                                                                                             | Target 2008-2009: 90 per cent                                                                                                                                                                   |

#### External factors

- 26.58 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that intergovernmental bodies, Governments, non-governmental organizations and other stakeholders continue to support the subprogramme.

## Outputs

- 26.59 During the biennium 2008-2009, the following final outputs will be delivered:
- (a) Servicing of intergovernmental and expert bodies (regular budget):
    - (i) General Assembly: substantive servicing of meetings of the plenary and the Third Committee (2);
    - (ii) Security Council: substantive servicing of meetings (1);
    - (iii) Economic and Social Council: substantive servicing of meetings (2);
  - (b) Other substantive activities (extrabudgetary):
    - (i) Exhibits, guided tours, lectures: organization of events with the Group of 77, academia and non-governmental organizations to promote humanitarian issues and concerns; exhibitions on humanitarian activities to be displayed at meetings, seminars and public events;
    - (ii) Booklets, fact sheets, wallcharts, information kits: producing and updating print materials to support advocacy on coordination of humanitarian action;
    - (iii) Press releases, press conferences: launching of the annual consolidated appeals; press releases on humanitarian emergencies disseminated to national and international media;
    - (iv) Special events: humanitarian briefings for various audiences (e.g., newly selected field representatives from other organizations);
    - (v) Technical material: maintenance and expansion of Integrated Regional Information Network news service on humanitarian issues; maintenance and expansion of ReliefWeb's global 24-hour online coverage of humanitarian emergencies and disasters; early warning reports; updating field guidelines on media relations; information support for humanitarian actors on the ground (e.g., field guides, maps, logistics information);
    - (vi) Humanitarian missions: early warning analysis missions to countries at risk of a complex emergency and/or major natural disaster; field missions for media representatives and advocates (e.g., parliamentarians);
    - (vii) Audio-visual resources: maintenance and expansion of Integrated Regional Information Network outreach radio project, including capacity-building support for local radio stations;
  - (c) Technical cooperation (extrabudgetary): advisory services: technical advice on usage of information and communications technology;
  - (d) Conference services, administration and oversight (regular budget/extrabudgetary): central support services: computer and software user support and training.

Table 26.17 Resource requirements: subprogramme 5

| Category        | Resources (thousands of United States dollars) |                                 | Posts     |           |
|-----------------|------------------------------------------------|---------------------------------|-----------|-----------|
|                 | 2006-2007                                      | 2008-2009<br>(before recosting) | 2006-2007 | 2008-2009 |
| Regular budget  |                                                |                                 |           |           |
| Post            | 2 581.5                                        | 2 734.3                         | 10        | 10        |
| Non-post        | 89.7                                           | 89.7                            | —         | —         |
| <b>Subtotal</b> | <b>2 671.2</b>                                 | <b>2 824.0</b>                  | <b>10</b> | <b>10</b> |

| Category       | Resources (thousands of United States dollars) |                                 | Posts     |           |
|----------------|------------------------------------------------|---------------------------------|-----------|-----------|
|                | 2006-2007                                      | 2008-2009<br>(before recosting) | 2006-2007 | 2008-2009 |
| Extrabudgetary | 30 351.2                                       | 35 885.9                        | 71        | 88        |
| <b>Total</b>   | <b>33 822.4</b>                                | <b>38 789.9</b>                 | <b>81</b> | <b>98</b> |

- 26.60 The amount of \$2,734,300 for posts, including an increase of \$152,800 relating to the delayed impact of a P-4 post approved in 2006-2007, provides for the continuation of 10 posts. The amount of \$89,700 for non-post resources provides for consultants and travel required to carry out the activities under this subprogramme.

### C. Programme support

#### *Resource requirements (before recosting): \$4,640,000*

- 26.61 The Executive Office, comprising the administrative services of the New York and Geneva offices, provides support services to the Office for the Coordination of Humanitarian Affairs in connection with budgetary, financial, personnel and general administration, resource planning and use of common services.
- 26.62 The administrative service in New York serves as the Executive Office of the Office for the Coordination of Humanitarian Affairs, overseeing and coordinating the overall administration of the New York, Geneva and field offices. In addition to its oversight responsibilities in the financial, human resources and general administration of the Office, the Executive Office assists the Emergency Relief Coordinator in the administration of the Central Emergency Response Fund. The Executive Office manages the trust funds under the responsibility of the New York office and provides administrative support to the Office's Integrated Regional Information Network offices in the field.
- 26.63 The Administrative Office in Geneva assists the Director in financial, human resources and general administrative responsibilities and provides support to the Office's core programmes in Geneva, Geneva-based extrabudgetary projects and field offices. It manages the various trust funds under the responsibility of the Geneva office, most notably the Trust Fund for Disaster Relief Assistance, which serves as the main vehicle for funding the Office's activities in the field. The Administrative Office also oversees the administration of the secretariat of the International Strategy for Disaster Reduction and provides administrative services for the Internal Displacement Division.
- 26.64 During the biennium 2008-2009, the Executive Office will continue to assist senior management in developing the Office for the Coordination of Humanitarian Affairs into a well-managed and well-administered office that is service-oriented and adds value to the humanitarian agenda; provide strengthened support to field operations, principally in areas of human resources management, financial transactions and logistical support; improve the Office's administrative response capacity in emergency situations through the implementation of streamlined administrative procedures; and enhance the critical administrative tools for the smooth operation of the Office. The Executive Office will continue to focus on strengthening people-based management, with an emphasis on the field mobility scheme and the recruitment roster framework and guidelines.

Table 26.18 Resource requirements: programme support

| Category              | Resources (thousands of United States dollars) |                                 | Posts     |           |
|-----------------------|------------------------------------------------|---------------------------------|-----------|-----------|
|                       | 2006-2007                                      | 2008-2009<br>(before recosting) | 2006-2007 | 2008-2009 |
| <b>Regular budget</b> |                                                |                                 |           |           |
| Post                  | 1 541.7                                        | 1 541.7                         | 7         | 7         |
| Non-post              | 3 176.3                                        | 3 098.3                         | —         | —         |
| <b>Subtotal</b>       | <b>4 718.0</b>                                 | <b>4 640.0</b>                  | <b>7</b>  | <b>7</b>  |
| Extrabudgetary        | 21 555.1                                       | 24 747.3                        | 38        | 76        |
| <b>Total</b>          | <b>26 273.1</b>                                | <b>29 387.3</b>                 | <b>45</b> | <b>83</b> |

- 26.65 The requirements for staffing in the amount of \$1,541,700 provide for the continuation of seven posts. The non-post resources in the amount of \$3,098,300, including a decrease of \$78,000 relating to reduced requirements for contractual services and supplies and materials, provide for various operating requirements to enable the Office to carry out the activities described above.

Table 26.19 Summary of follow-up action taken to implement the relevant recommendations of the oversight bodies

| Brief description of the recommendation                                                                                                                                                                           | Action taken to implement the recommendation                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Board of Auditors</b><br>(A/61/5, vol. I, chap. II)                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                           |
| The Board recommends that the Office for the Coordination of Humanitarian Affairs improve its human resources planning to avoid long periods of vacancies in its administrative offices (para. 657).              | The Office for the Coordination of Humanitarian Affairs has reduced the time taken to complete its part with regard to filling vacancies, especially in terms of expediting interviews and evaluations. Any delay in the clearance of personnel for assignments involving significant financial and personnel responsibilities is outside the Office's responsibility.                                    |
| The Board recommends that the Office for the Coordination of Humanitarian Affairs overhaul accounting procedures and systems to reduce the volume of manual processing effort and improve efficiency (para. 673). | The accounting procedures are standard procedures followed by the United Nations. Object codes used are those used in Integrated Management Information System accounting, and some translation to and from UNDP codes is unavoidable. In the absence of a new accounting system, the current manual procedures cannot be avoided. The current accounting system and procedures are under central review. |

*Brief description of the recommendation**Action taken to implement the recommendation*

The Board recommends that the Office for the Coordination of Humanitarian Affairs intensify its efforts to develop the Financial Accounting System so that it can be effectively used by its field offices (para. 675).

The Financial Accounting System has been developed and deployed to all field offices to provide access to the financial status of their projects.

The Board recommends that the Office for the Coordination of Humanitarian Affairs take steps to obtain bank statements for all accounts in Indonesia and Sri Lanka under its control and perform a monthly reconciliation. The Board also recommends that the Office obtain covering approval from the Under-Secretary-General for Management for the bank accounts which were opened without prior approval and formally designate custodians of petty cash in Indonesia and Sri Lanka (para. 677).

All the bank accounts in the Office for the Coordination of Humanitarian Affairs field offices have been closed, as those offices have no delegation of authority to approve financial transactions and manage bank accounts.

The Board recommends that the Office for the Coordination of Humanitarian Affairs ensure, as far as possible, strict compliance with the procurement manuals in respect of invitations to bid, the specification of items to be purchased and in reviewing requisitions and placing orders (para. 681).

Field offices have been reminded to adhere to this procedure, and this is enforced during administrative missions to offices.

The Board recommends that the Office for the Coordination of Humanitarian Affairs coordinate with participating agencies to ensure consistency in the approach to tracking expenditure related to emergency relief (para. 691).

The Office for the Coordination of Humanitarian Affairs continues to liaise with United Nations agencies to improve the consistency of the expenditure data reported through the Expenditure Tracking System.

The Board recommends that the Office for the Coordination of Humanitarian Affairs liaise with participating agencies to reconcile the information fed into the Expenditure Tracking System and the donor assistance databases to ensure full and accurate reporting of expenditure (para. 695).

The Office for the Coordination of Humanitarian Affairs continues to liaise with United Nations agencies and donors to improve the expenditure data reported through the Expenditure Tracking System.

The Board recommends that the Office for the Coordination of Humanitarian Affairs improve coordination among the participating agencies in regard to the timely submission of data for the Expenditure Tracking System (para. 698).

The Office for the Coordination of Humanitarian Affairs continues to liaise with United Nations agencies and donors to improve the expenditure data reported through the Expenditure Tracking System.

The Board recommends that the Office for the Coordination of Humanitarian Affairs systematically assess the performance of members of United Nations Disaster Assessment and Coordination teams and use that assessment as a basis for sending response teams to a disaster zone (para. 709).

The Field Coordination Support Section has an end-of-mission report after each disaster, which includes individual questionnaires submitted by each member. Once the mission is over the Section has a meetings or teleconference with all the participants.

*Brief description of the recommendation*

The Board recommends that the Office for the Coordination of Humanitarian Affairs take the lead role in ensuring the harmonization of needs assessment methodologies among concerned United Nations agencies in the event of emergencies (para. 711).

The Board recommends that the Office for the Coordination of Humanitarian Affairs draw on the Indonesian experience to propose an institutional model for coordination in transitions from disaster relief to recovery (para. 723).

The Board recommends that the Office for the Coordination of Humanitarian Affairs develop medium-term shelter solutions whenever it identifies a gap between temporary and permanent needs (para. 730).

The Board recommends that the Office for the Coordination of Humanitarian Affairs take the lead role in ensuring effective inter-agency coordination in the provision of emergency assistance (para. 735).

The Board recommends that the Office for the Coordination of Humanitarian Affairs liaise more closely with lead agencies to ensure that the assistance provided during emergency situations is of an acceptable standard (para. 737).

The Board recommends that the Office for the Coordination of Humanitarian Affairs ensure that a common anti-fraud and anti-corruption strategy is adopted by the various United Nations agencies involved in emergency relief efforts (para. 739).

*Action taken to implement the recommendation*

While the focal point for the implementation of this recommendation should be the Inter-Agency Standing Committee, the Office for the Coordination of Humanitarian Affairs is pursuing efforts to harmonize needs-assessment methodologies under the lead of the Policy Development and Studies Branch, in collaboration with the Coordination and Response Division.

The UNDP Bureau for Crisis Prevention and Recovery, the United Nations Development Group Office and the Office for the Coordination of Humanitarian Affairs undertook a joint mission to the region to assess the transition from disaster relief to recovery. As a result of the mission, a guidance paper was issued.

This issue has been addressed through the implementation of the cluster leadership approach. The Office of the United Nations High Commissioner for Refugees leads the camp coordination and management and emergency shelter clusters.

The cluster system has been put in place to reinforce field coordination mechanisms.

This topic is addressed through the Inter-Agency Standing Committee.

The topic is addressed through the Inter-Agency Standing Committee.

*Brief description of the recommendation**Action taken to implement the recommendation***Office of Internal Oversight Services**

(A/61/264 (Part I))

In the audit of the Office for the Coordination of Humanitarian Affairs field office in Indonesia (AN2005/590/07), the Office of Internal Oversight Services found that despite certain achievements in the coordination of humanitarian assistance to people affected by the tsunami, there was a need to clarify responsibilities for humanitarian support. There was a risk that by committing some of its resources to the recovery and reconstruction phase, the Office for the Coordination of Humanitarian Affairs might be overstepping its mandate. In addition, expenditure figures in the expenditure tracking system could not be verified because the Office for the Coordination of Humanitarian Affairs financing of tsunami-related operations was not accounted for separately. There was thus no effective monitoring of the expenditures. The Office for the Coordination of Humanitarian Affairs agreed to take corrective action in the areas highlighted in the audit (para. 74).

The audit of the Central Emergency Response Fund (AN2005/590/04), conducted on the eve of the General Assembly decision to significantly enlarge the Fund, disclosed that the total time from a request for funds to their actual release was too long (in some cases, up to 45 days), which cannot be considered suitable in emergency situations. Further, the Office of Internal Oversight Services considered that the proposed oversight and reporting arrangements for the enlarged Fund did not ensure adequate transparency and accountability in the use of its resources (para. 75).

The overall conclusion of the audit of human resources management for the field offices of the Office for the Coordination of Humanitarian Affairs (AN2005/590/03) was that a major change was needed in the management of human resources in order to support the field operations effectively and efficiently. Human resources management at the Office for the Coordination of Humanitarian Affairs had not fully met the

At the onset of the tsunami disaster, there was only one project account that was used for all activities. Thereafter, projects and field offices were created for the various locations and expenditures were then moved from the one original account to country projects representing those locations. All expenditures were eventually charged to the appropriate project accounts.

On average, if complete documentation is submitted, actual disbursements are taking place within 72 hours. However, some time may be required, especially by the Coordination and Response Division, to allow for consultation with partners before recommending approval of funds.

The Office for the Coordination of Humanitarian Affairs has continued to strengthen its Headquarters human resources management, proceeded with the preparation of the rotation policy paper and finally received the delegation of authority for the hiring of 200-series staff in the field.

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*Brief description of the recommendation**Action taken to implement the recommendation*

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needs on the ground. There were field offices with high vacancy rates and a high rotation of staff, especially at the senior level, which hampered the coordination of activities. In accordance with the United Nations human resource management principles, the Office of Internal Oversight Services recommended that the Office for the Coordination of Humanitarian Affairs systematically address delays in recruitment for field offices and improve the fairness and transparency of the recruitment process. The Office for the Coordination of Humanitarian Affairs has agreed to address those issues (para. 76).

**Joint Inspection Unit**

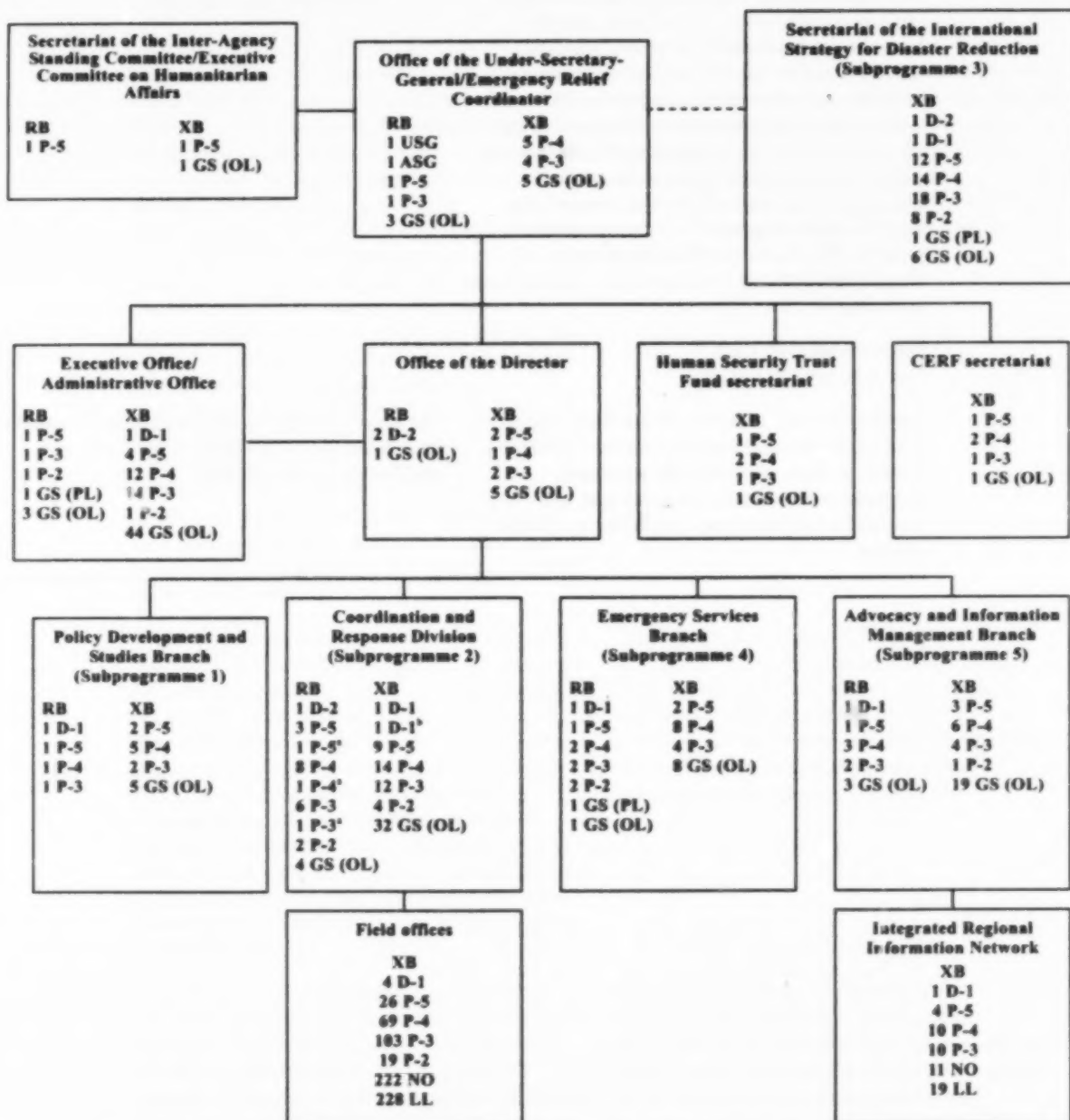
(see A/61/699-E/2007/8)

Various recommendations of the Joint Inspection Unit contained in its report entitled "Towards a United Nations humanitarian assistance programme for disaster response and reduction: lessons learned from the Indian Ocean tsunami disaster".

The report and the recommendations contained therein will be considered by the Economic and Social Council in 2007.

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# Office for the Coordination of Humanitarian Affairs organizational structure and post distribution for the biennium 2008-2009



Abbreviations: RB, regular budget; XB, extrabudgetary; GS (PL), General Service (Principal level); GS (OL), General Service (Other level); CERF, Central Emergency Response Fund; LL, Local level; NO, National Officer.

<sup>a</sup> New post.

<sup>b</sup> New extrabudgetary post subject to the concurrence of the Advisory Committee on Administrative and Budgetary Questions, in accordance with the provisions of General Assembly resolution 35/217.

**Annex****Outputs produced in 2006-2007 not to be carried out in the biennium 2008-2009**

| <i>A.60.6, paragraph</i> | <i>Output</i>                                                 | <i>Quantity</i> | <i>Reason for discontinuation</i>                               |
|--------------------------|---------------------------------------------------------------|-----------------|-----------------------------------------------------------------|
| 26.43 (b) (i)            | World vulnerability report                                    | 2               | Has been merged with the biennial global risk-assessment report |
| 26.43 (b) (iv)           | Disaster Management Training<br>Programme website maintenance | 1               | Incorporated in PreventionWeb                                   |
| <b>Total</b>             |                                                               | <b>3</b>        |                                                                 |